



**ADDIS ABABA UNIVERSITY**

**SCHOOL OF COMMERCE**

**COLLEGE OF BUSINESS AND ECONOMICS**

**POST-GRADUATE PROGRAM IN PROJECT MANAGEMENT**

**AN ASSESSMENT OF STAKEHOLDER MANAGEMENT PRACTICE AND  
CHALLENGES: THE CASE OF ADDIS ABABA LAND ADJUDICATION PROJECT**

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**A project work submitted to Addis Ababa university school of commerce in partial  
fulfilment of the requirements for the masters of arts degree in project management**

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**Statement of declaration**

I, the undersigned, hereby declare that the work contained in this project work is my own original work and that I have not previously in its entirety or in part submitted at any university for a degree.

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### **Advisor approval sheet**

This is to certify that the thesis entitled “ASSESSMENT OF STAKEHOLDER MANAGEMENT PRACTICES AND CHALLENGES: CASE ADJUDICATION PROJECT OF ADDIS ABABA” submitted in partial fulfillment of the requirements for the degree of Masters of Arts in Project Management, has been carried out by: Mekuria Admasu, under my supervision.

Therefore, I recommend that the student has fulfilled the requirements and hence hereby can submit the Project Work (thesis) to the department.

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## List of Abbreviations and Acronyms

A.A.....	Addis Ababa city Administration
IFC.....	International Finance Corporation
PM.....	Project Manager
PMBOK .....	Project Management Body of Knowledge
PMI .....	Project Management Institute
PSM.....	project stakeholder management
SH.....	Stakeholder

## **Abstract**

*Stakeholder management in the Addis Ababa city administration-adjudication project faces different challenges. The objective of this study is to assess the stakeholder management practice of the organization and to describe what challenges have been there. There have been 85 participants from the organization and the findings implied that stakeholder management practice is poorly managed that it will have an impact on the success of the project. There is no separate unit in the organization to manage stakeholders and it affects the identification of key stakeholders, communication problem, conflicting interests between stakeholders and other problems have been seen from the findings. It's noted that there have been challenges of creating common understanding, conflicting interests of stakeholders, communication gap, and understanding stakeholder's expectations and managing accordingly. Finally, it's recommended that the organization should emphasize stakeholder management, having a separate entity responsible for the stakeholder organization will help in minimizing the overall challenges. It's also recommended that participation of team members in identifying stakeholders, ensure strong communication, identify relevant stakeholders from the project planning, and ensure full commitment from all stakeholders.*

*Key Terms: stakeholder management practice, stakeholder management*

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# CHAPTER ONE

## 1. INTRODUCTION

### 1.1 Background of the study

Projects are established to generate benefits for the permanent organization behind the project (Anderson, 2008). Though projects solely try to bring benefits, they also result in side effects that can be negative, positive, or neutral (P.Eskerod and Jepsen, 2013). Every project consists of different interests, and those who own these interests are called project stakeholders (Olander & landing, 2005). The first definition of the word “stakeholder”, expressed at the Stanford research institute in 1963, is “those groups without whose support the organization would cease to exist” (Freeman & Reed, 1983).

Though the degree of their influence differ stakeholders have influence that either positively or negatively related with the success of the project. The success and failure of the project is then relay on the ability of the project manager to manage its stakeholders accordingly (PMI,2013).

The researchers handled the stakeholders in two different perspectives: wide and narrow (Freeman & Reed, 1983). From a wide perspective, stakeholders are called individuals or groups that are influenced or influenced by their organization; for example, other stakeholders, society, and so on. On the other hand, in the narrow definition, stakeholders are called actors to maintain the existence of the organization. Examples are employees, customers, and suppliers (Freeman & Reed, 1983).1986 Cleland tried to redefine by adopting the stakeholder concept and stakeholder management issues to the project

management, by naming the stakeholders' group as internal and external (Cleland, 1986). Omer Berkey (2018), states the dualistic nature of stakeholders as, “while each stakeholder is a pressure element for the project and can be harmful, they can also be useful in creating opportunities.”

## **1.2 Background of the organization**

Cadastre in Ethiopia has a long history back to the early nineteenth century, though the history of cadastre goes many years back, it has still many problems. Proclamation No:22/2010 Established the Addis Ababa city government immovable property and information agency, which later re-established as Addis Ababa city government land holding registration information agency Proclamation No:22/2010.

In both establishment and re-establishment proclamations, it is believed necessary to establish an institution to make expedient and transparent the process of registering the right of ownership, possession, and other legal acts and it is found necessary to fasten the economic and social development of the city by introducing secured and reliable work procedure and encouraging mortgage of the land-related property as security for a loan.

After the establishment of the agency, the agency by itself established a project organization that will perform the adjudication part to ensure the rights, restriction, and responsibility everyone has in its plot of land (parcel).

The adjudication project was scheduled to be a five years project; the basic aim of the project is to adjudicate all parcels (pieces of land). The project has its head office which is located in Addis Ababa, piazza and there are ten branch offices located in every sub-cities of the city.

### **1.3 Statement of the problem**

Managing stakeholders in project environment includes identifying stakeholders that could have impact or be impacted by the project or its result which is useful for analyzing its stakeholder's expectation and power on the project for efficient and appropriate management strategy development to effectively engage the stakeholders in project decisions and execution. (PMBOK guide,2013).

Effective identification and managing of project stakeholders significantly improve the chances of successful project execution and organizational success. The project manager's ability to seek agreement on the goals of the project among the key project stakeholders, including the project team, management, and the customer, plays a large part in the project's success (Retfalvi, 2014).

The ability of the project manager to correctly identify and manage these stakeholders in an appropriate manner can mean the difference between success and failure (PMBOK guide, 2013).

Addis Ababa city administration adjudication project is a project endeavor initiated by an organization called land registration and information agency which needs the output of the project to be used as an input for its Land registration and information purpose. In this project, which is started 6 years ago, there have been many problems in creating smooth relation with wit its external stakeholder's that reports of the organization shows many cancelled meetings and complains from stakeholders (land owners). As far as the

researcher's knowledge there is no research conducted on stakeholder management for the adjudication project.

Based on a preliminary study (from key informants) the following main problems have been diagnosed, that there is poor communication among stakeholder's, some stakeholders are not considered as part of the project even if they are affected by the project and there is lack of common understanding about the project goal among stakeholders mainly with landowners.

Taking into consideration the above-mentioned problems, the researcher is motivated to assess stakeholder's management practices and the challenges faced by the adjudication project of the city administration.

## **1.4 objectives of the study**

### 1.4.1 General objective

The main objective of the study is to assess stakeholders' management practices and challenges in the Addis Ababa city administration adjudication project.

### 1.4.2 Specific objectives

Specific objectives of this research can be summarized as follows:

1. To understand the stakeholder identification process used in the project
2. To observe the planning of the project to manage its stakeholders
3. To understand how stakeholder engagement management is done in the project
4. To assess how the project Controls Stakeholder Engagement
5. To examine the challenges of stakeholder management in the Addis Ababa city

administration adjudication project.

### **1.5 Research questions**

The following research questions have been pinpointed to address the objective of the research as to how the project is heading and to uncover the challenges that the project is facing cleanly.

- I. What does the current stakeholder's identification process look like?
- II. How planning stakeholder management is done in the project?
- III. What does it look like managing stakeholder's engagement in the project?
- IV. What does it look like controlling stakeholder's engagement in the project?
- V. What challenges are there in managing stakeholders in the adjudication project?

### **1.6 Significance of the study**

This study will give understandings to comprehend the importance of stakeholder management and as well as coping mechanisms that might be faced. The main contribution of the study will also be increasing knowledge, understanding how to possibly manage stakeholders and overcome challenges, and making every possible effort to enhance the success of future similar projects in Ethiopia.

The ultimate goal of any project is to attain its pre-planned goal; stakeholder management is a key to get there. Taking lessons from such types of research will help Ethiopia as a nation to mitigate stakeholder management related problems in project management.

### **1.7 Scope and limitations of the study**

The study generally focuses on the Addis Ababa city administration-adjudication project it may not be directly used for other related projects in the city administration.

The study focuses only on stakeholder management, which is one of the tens of project knowledge areas described in PMBOK, 2013.

Collecting dispatched questioner was a challenging situation. Its response rate is 85% though the expectation of the researcher was more than 95%.

### **1.8 Organization of the study**

The study comprised five chapters. The first chapter deals with the introduction of the study. The second chapter deals with a review of related literature, the third chapter focused on research methodology and research design, the fourth chapter emphasized on data presentation and analysis and the last chapter deals with a summary of basic findings, conclusion, and recommendation of the research.

# CHAPTER TWO

## 2.RELATED LITERATURE REVIEW

### **2.1 Project and Project Management**

A project is non-permanent exertion that it has starting and ending time to deliver unique result. Project management is then the way to achieve project objective by employing knowledge, skill, tools and techniques (PMBOK 2017).

Kerzner (2009), defines project management as planning, organizing, directing, and controlling of resources to achieve specific objectives and goals within constrained time, cost and quality requirements for attaining client requirements.

### **2.2 Stakeholder and Stakeholder Management in projects**

#### 2.2.1 Concept of stakeholders

The term “stakeholder” is defined as “any group or individual who can affect or is affected by the achievement of the project’s objectives”. This definition is often cited by most researchers from Freeman (1984) as the foundation of stakeholder management, and it is characterized as being one of the broadest, in that it can include virtually anyone.

Individuals, groups and organizations who are affected or perceive themselves as affected by the result of or activity of the project can be considered as stakeholders. Stakeholders has varying level of involvement in the projects though their involvement is dynamic in nature that may decrease or increase throughout the life of the project (PMBOK 2013).

To be able to produce the project deliverables, the project requires sufficient contributions from stakeholders (Pfeffer and Salancik 1978).

Many kinds of research categorize stakeholders by considering different perspectives into account, internal and external stakeholders (Skitmore, 2008), Similar classifications are inside and outside stakeholders (Newcombe, 2013) and Sherri (2007) listed the following stakeholders' group:

**A) Top management:** Top management may include the president of the company, vice-presidents, directors, division managers, the corporate operating committee, and others. These people direct the strategy and development of the organization. On the plus side, you are likely to have top management support, which means it will be easier to recruit the best staff to carry out the project and acquire needed material and resources; Also, visibility can enhance a project manager's professional standing in the company. On the minus side, failure can be quite dramatic and visible to all, and if the project is large and expensive (most are), the cost of failure will be more substantial than for a smaller, less visible project. Some suggestions in dealing with top management are: Develop in-depth plans and major milestones that must be approved by top management during the planning and design phases of the project, ask top management associated with your project for their information reporting needs and frequency, develop a status reporting methodology to be

distributed on a scheduled basis and keep them informed of project risks and potential impacts at all times.

**B) The project team:** The project team is made up of those people dedicated to the project or borrowed on a part-time basis. As a project manager, you need to provide leadership, direction, and above all, the support to team members as they go about accomplishing their tasks. Working closely with the team to solve problems can help you learn from the team and build rapport. Showing your support for the project team and each member will help you get their support and cooperation. Here are some difficulties you may encounter in dealing with project team members: Because project team members are borrowed and they don't report to you, their priorities may be elsewhere. They may be juggling many projects as well as their full-time job and have difficulty meeting deadlines. Personality conflicts may arise. These may be caused by differences in social style or values or they may be the result of some bad experience when people worked together in the past. You may find out about missed deadlines when it is too late to recover.

**C) Manager of the project manager:** Typically, the boss decides what the assignment is and who can work with the project manager on projects. Keeping your manager informed will help ensure that you get the necessary resources to complete your project. If things go wrong on a project, it is nice to have an understanding and supportive boss to go to bat for you if necessary. By supporting your manager, you will find your manager will support you more often

**D) Peers:** Peers are people who are at the same level in the organization as you, and may or may not be on the project team. These people will also have a vested interest in the product. However, they will have neither the leadership responsibilities nor the accountability for the success or failure of the project that you have. Peer support is essential. Because most of us serve our self-interest first, use some investigating, selling, influencing, and politicking skills here.

**E) Resource Managers:** Because project managers are in the position of borrowing resources, other managers control their resources. So, their relationships with people are especially important. If their relationship is good, they may be able to consistently acquire the best staff and the best equipment for their projects. If relationships aren't good, they may find themselves not able to get good people or equipment needed on the project.

**F) Internal Customers:** Internal customers are individuals within the organization who are customers for projects that meet the needs of internal demands. The customer holds the power to accept or reject your work. Early in the relationship, the project manager will need to negotiate, clarify, and document project specifications and deliverables. After the project begins, the project manager must stay tuned in to the customer's concerns and issues and keep the customer informed.

**G) External Customers:** External customers are the customers when projects could be marketed to outside customers. In the case of Ford Motor Company, for example, the external customers would be the buyers of the automobiles. Also, if you are managing a project at your company for Ford Motor Company, they will be your external customer.

**H) Government:** Project managers working in certain heavily regulated environments (e.g., pharmaceutical, banking, or military industries) will have to deal with government regulators and departments. These can include all or some levels of government from municipal, provincial, federal, to international.

**D) Contractors, Subcontractors, and Suppliers:** There are times when organizations don't have the expertise or resources available in-house and work is farmed out to contractors or subcontractors. This can be a construction management foreman, network consultant, electrician, carpenter, architect, or anyone who is not an employee. Managing contractors or suppliers requires

### 2.2.2 Project Stakeholder Management

Identifying people, groups, or organization that influence or be influenced by the project, which helps to analyze their influence on the project and prepare effective management strategies to properly engage stakeholders in project decisions and execution are main tasks of project stakeholder management. (PMBOK 2013)

Project stakeholder management comprises activities that are useful for successful management of project stakeholders to increase the chances of project success (Pernille Eskerod & Anna Lund Jepsen, 2013).

Stakeholder identification is a continuous process throughout the entire project life cycle. Identifying stakeholders, considering their impact on a project and preparing or responding accordingly is inevitable success element for the project. (PMBOK 2013)

The PMBOK 2013 overview of the processes of stakeholder management into four categories

- I. **Identify Stakeholders**—The process of identifying the people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project; and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.
- II. **Plan Stakeholder Management**— it's the process of preparing strategies that help to engage stakeholders by considering the analysis of expectation and power
- III. **Manage Stakeholder Engagement**—The process of creating closure through communication and making to satisfy stakeholders by following their interests to be fulfilled and changing or modifying engagement strategies whenever its needed.
- IV. **Control Stakeholder Engagement**—monitoring and follow-up of stakeholders' relation throughout the project life span and rearranging strategies if needed.

## **Stakeholder's identification**

It is essential to identify as many stakeholders as possible at the beginning and throughout the project and categorize them into different segments according to their level of interest, influence, importance, position, and expectations at the earliest stages of the project as much as possible. (Cleland, 1986; Karlsen, 2002).

According to Peter (2008), the first step in developing a Project Stakeholder management strategy is to identify the stakeholders. These are individuals, groups or organizations that are actively participated in a project, or whose interests may be affected positively or negatively during the life span of the project or after its completion.

The ability of the project manager to correctly identify and manage these stakeholders in an appropriate manner can mean the difference between success and failure. It is critical for project success to identify the stakeholders early in the project or phase and to analyze their levels of interest, their individual expectations, as well as their importance and influence. This initial assessment should be reviewed and updated regularly (PMBOK 2013)

Pajunen, 2006 clearly implies the dynamic behavior/influence of stakeholders as an important fact neither the resources nor the network positions of stakeholders are static. Thus, permanent identification and prioritization of stakeholders throughout the

project lifecycle are considered good practices (Eskerod & Jepsen, 2013 and Burke & Barren, 2014).

The different dimensions that we should consider when identifying stakeholders are

**Responsibility:** people who are by any means legal or morally to whom you are responsible

**Influence:** people who have influence weather its positive or negative on the success of the project. These can include those with informal influence and those with formal decision-making power.

**Proximity:** the people that have frequent relation with your organization

**Dependency:** the people that are dependent in the result of the project that may not exist or badly affected if anything bad happens in the organization.

**Representation:** the people that are through regulatory structures or culture/tradition entrusted to represent other individuals; e.g. heads of a local community, trade union representatives, councilors, representatives of membership-based organizations, etc.

It is important to keep in mind that the situation is dynamic and that both stakeholders and their interests might change over time (IFC, 2007).

**Stakeholder Analysis:** is a technique used to collect and interpret expectation of stakeholders to be considered throughout the project life span. It classifies the interests, expectations, and impacts of stakeholders to match with the purpose of the project. (PMBOK 2013). Palmer (2004) mentions the stakeholder analysis phase should start from identification.

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).

Merrie Barron and Andrew Barron states take the time to identify all stakeholders before starting a new project. Include those who are impacted by the project, as well as groups with the ability to impact the project. Then, begin the process of building strong relationships with each one using the following method.

- **Analyze stakeholders:** Conduct stakeholder analysis, or an assessment of a project's key participants, and how the project affects their problems and needs. Identify their characteristics and interests. Find out what motivates them, as well as what provokes them. Define roles and levels of participation and determine if there are conflicts of interest among groups of stakeholders.
- **Assess influence:** Measure the degree to which stakeholders can influence the project. The more influential a stakeholder is, the more a project manager will need their support. Think about the question, "What's in it for them?" when considering stakeholders. Knowing what each stakeholder needs or wants from the project will enable the project manager to gauge his or her level of support. And remember to balance support against influence. Is it more important to have strong support from a stakeholder with little influence or lukewarm support from one with a high level of influence?

- **Understand their expectations:** Nail down stakeholders' specific expectations. Ask for clarification when needed to be sure they are completely understood.

- **Define "success":** Every stakeholder may have a different idea of what project success looks like. Discovering this at the end of the project is a formula for failure. Gather definitions upfront and include them in the objectives to help ensure that all stakeholders will be supportive of the final outcomes.

- **Keep stakeholders involved:** Don't just report to stakeholders. Ask for their input. Get to know them better by scheduling time for coffee, lunch, or quick meetings. Measure each stakeholder's capacity to participate and honor time constraints.

- **Keep stakeholders informed:** Send regular status updates. Daily may be too much; monthly is not enough. One update per week is usually about right. Hold project meetings as required, but don't let too much time pass between meetings. Be sure to answer stakeholders' questions and emails promptly. Regular communication is always appreciated – and may even soften the blow when you have bad news to share.

The PMBOK 2013, describes multiple classification models used for stakeholder's analysis

- ❖ Power versus interest grid, shows the power of the stakeholder and what interest do they have on the project
- ❖ Power versus influence grid, categorizes stakeholders based on their power and their level of involvement

- ❖ Influence versus impact grid, to explain the stakeholders active involvement level and the impact they possess in any change of the project plan or execution.
- ❖ The Salience model, describing classes of stakeholders based on their power (ability to impose their will), urgency (need for immediate attention), and legitimacy (their involvement is appropriate).

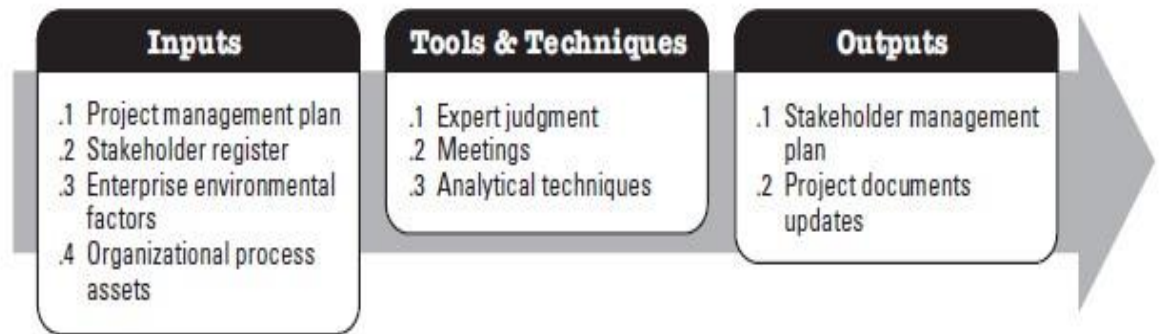
P. Ganesh Prabhu (2016), states stakeholder analysis resulted points such as stakeholders interests, mechanisms to influence other stakeholders, potential risks, key people to be informed about the project during the execution phase and negative stakeholders as well as their adverse effects on the project.

### **Plan Stakeholder Management**

Stakeholder management includes much stakeholder communication. To make the best use of the project's limited financial and non-financial resources you must first determine the aims of the stakeholder management activities and then decide on the means to apply them. (P. Eskerod & Jepsen, 2013)

While planning stakeholder management there should be strategy developed to answer for any stakeholder's interest and constraints which resulted from the analysis of stakeholder. (P. Eskerod & Jepsen, 2013)

Plan Stakeholder Management identifies how the project will affect stakeholders, which then allows the project manager to prepare different mechanisms to effectively engage stakeholders in the project, to manage their expectations, and ultimately achieving the project objectives. The key benefit of this process is that it provides a clear, actionable plan to interact with project stakeholders to support the project's interests (PMBOK 2013), the book also describes the inputs, techniques, and outputs in planning the stakeholder management



Source: PMBOK 2013

P.Eskerod & Jepsen, 2013 described the stakeholder engagement management to two essentially different approaches: the collaborative approach and the power-based approach.

### **Manage Stakeholder Engagement**

The main advantage of this process is that it helps the project manager to minimize resistance and uphold its support, and this paves the way to success (PMBOK 2013). Stakeholders are characterized as having a “stake” in the proposed project and trying to influence its implementation to guard their individual interests (Olander and Landin,2008).

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

Manage Stakeholder Engagement involves activities such as:

- Making sure their participation is available at any stage throughout the project life span
- Managing stakeholder expectations through negotiation and communication, ensuring project goals are achieved;
- Anticipating any future questions of stakeholders and preparing the strategy to answer any needs as much as possible
- Clarifying and resolving issues that have been identified. (PMBOK 2013)

### **Manage Stakeholder Engagement-Stakeholders Communication**

As (P.Eskerod & Jepsen, 2013) addresses stakeholder communication as having a major part in stakeholder management, stakeholder engagement then uses communication as much as possible. This can be done using different communication mechanisms/channels that it may be individually or to manage many people at once (Eskerod, 2016).

Communication is an integral element of an effective project management process (Rajeshwar,2015). Project success is linked to the strength of the relationships created by effective, regular, planned, and ad-hoc communication with all members of the project's stakeholder community (Bourne, 2006).

Whatever the ultimate aim of the activities, strategies, and tools is, they will involve communication with and to the stakeholders. If this communication is poorly planned it may constrain knowledge sharing between the stakeholders and the members of the project organization. The plan of stakeholder management should include the four questions to address its communication decisions throughout the project i.e., what to communicate, for whom it communicates, who do the communication and the how? And when of the questions prepare for other hindering constraints (Eskerod, 2016). (Eskerod, 2016). Bourne (2005) states, to be successful every project should emphasize relationships between the project organization and its stakeholders.

The relationships between the project organization and its stakeholders are essential for Success Bourne, (2005). As a result, honesty, timeliness, transparency, and communicating from the heart with demonstrated empathy and care for the stakeholder group may reduce the level of adverse consequences (Lutchman, 2011).

## **Control Stakeholder Engagement**

Keeping the relation between stakeholders and maintaining it through modified and updated strategies throughout the project lifecycle and it benefits mainly the efficiency stakeholder engagement approach as the environment changes and the project getting complex. (PMBOK 2017)

### **2.3 Stakeholder Management Challenges**

Karlsen (1998) in his study revealed that stakeholders create both problems and uncertainty regarding project execution. The study tries to point out the following as main challenges decisions that were not taken, unexpected changes in specifications, the client was too focused on details, the stakeholder did not understand his or her role in the project, political guidelines that were unexpectedly changed, and the end-user did not know his or her needs. More or less similar challenges have been mentioned by Roger Kastner.

Roger Kastner In his article ‘Why Projects Succeed: Stakeholder Management Challenges’ describes three major challenges of stakeholder management the first type of challenge is there are stakeholders who do not articulate enough or who are not open and honest about their interests and expectations whom he calls them **unclear Stakeholders**. Another challenge is that those who were not identified early in the project are **unidentified Stakeholders**. The third type is the **unreasonable stakeholder**, those who do not embrace what some refer to as “reason” and” the laws of physics”

Scrum, (2019) also mentioned different perspectives to manage stakeholders’ expectations, choosing the best way of communicating with stakeholders, demonstrating that you are in

control throughout the process, and build trust and empathy is important to be able to influence and challenge Stakeholders when necessary.

Workshops, interviews, and other forms of information sharing may help stakeholders become aware of their thoughts regarding the project. You may find inspiration for how to conduct such information sharing in the techniques presented for the creation of input for the stakeholder assessment. Also, think about the questions asked in an interview or a conversation about a topic may trigger the interviewee to reflect on the topic in question, and he or she will be able to answer the question in a later follow-up interview (Jepsen and Eskerod 2009).

Kalsern, 2002 listed some additional problems and uncertainty caused by stakeholders which contributes 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.

#### **2.4 Best ways to manage stakeholders in projects**

Clarkson, 1995, lay down governing principles for successful Stakeholder management:

- **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 ensure 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 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.

## **2.5 Empirical review of literature**

A study conducted in China on a complex project called Green retrofit defines the impact of stakeholders as, stakeholders strongly influence project success, particularly for complex projects with heterogeneous stakeholders, and hence, understanding their influence is essential for project management and implementation. Clustering stakeholders will help the project to easily prioritize and to easily their similarities, then they have clustered into five clusters. In their conclusion using an appropriate model of stakeholder management will help project managers.

- (1) Focus on the stakeholders who influence project success more significantly;
- (2) Facilitating resource assignment so that the limited resources can be allocated effectively and efficiently;
- (3) Providing details of anticipated opportunities and problems for the PM at the early stages of projects so that teams have adequate time to manage them.

# CHAPTER THREE

## 3. RESEARCH DESIGN AND METHODOLOGY

### 3.1 Introduction

The chapter incorporates the methodology that was used in the study. The chapter specifically presents the research design, type and source of data, data gathering instruments, population, sampling design, method of data analysis and presentation, validity and reliability of the data, and finally ethical consideration of the project work.

### 3.2 Research Design

The research design is a blueprint that guides how the study is going to be conducted. The researcher used descriptive research design; the descriptive design is the best way for describing situations at one point in time. It also includes the background of what the study is about like the objective of the study which tries to understand the practice of stakeholder management as well as to view the challenges.

### 3.3 Type and Source of Data

To get appropriate data from overall sources in the organization the study employed both primary and secondary data sources. To get primary data the study used a semi-structured questionnaire and semi-structured interview, the questions for both tools tried to cover all aspects to reach the objective of the study.

### 3.4 Data Gathering Instruments

Questionnaires have been dispatched to the employees and interview questions are administered by the researcher to get relevant information from the project manager as a source of getting first-hand data.

The secondary data sources are mainly document analysis, like memorandum of understanding between stakeholders, reports, awareness creation documents, related articles, books, journals, and online resources was implemented to support and triangulate the results found from primary sources which helped the study to view whole sided. Both interviews and questionnaires were designed focusing on the practice of project stakeholder management and its challenges.

### **3.5 Sampling and population of the Study**

The researcher decided to use a stratified random sampling method of sampling technique, to cover all the sub-cities of the city, the researcher classified the ten (10) sub-cities as a stratum and took 10% sample from each stratum (sub-cities) to get 100 samples out of 500 employees. The random sampling has taken into consideration the list of names of the employees'  $K^{th} = 50/10 = 5^{th}$ , the 5<sup>th</sup> employee has been included in the sample.

Thus, the researcher believed that the sample taken will represent the population. The study aims to assess the organization's practice of stakeholder's management in general & to point out the challenges faced in the process

### **3.6 Method of Data Analysis and Presentation**

Raw data have no meaning unless it is converted into information, transforming the data to inform the researcher tried to arrange the data into a manageable form, summaries, and applying statistical inferences. In analyzing the data collected, first and foremost, the data were edited to ensure consistency and as well identify and eliminate them of all forms of errors and omissions which could come up in the course of the data collection. The collected data was analyzed using both quantitative and qualitative methods. The quantitative data have been analyzed mainly using SPSS version 20 software to make a

descriptive analysis of data, which enabled to present quantitatively using frequency and percentage with the aid of tables, graphs, and charts, and the qualitative aspect was analyzed and interpreted by way of transcription as well as logical and deductive narratives. The researcher adopted the questions from another research work by kirubel T. (2019) assessment and challenges of stakeholder management practice in the case of the united beverages S.C. Greenfield project. A Research Project was submitted to Addis Ababa University.

### **3.7 Validity & Reliability**

The data collection technique and analysis tool are carefully selected to minimize errors and to result in better findings. To assure the results found by one data collection tool which is a questioner the researcher also used secondary data sources as well as an interview of the project manager.

### **3.8 Ethical Consideration**

The information provided was kept confidential and the response that key informants reply will not be used for any other purpose other than this research work. The respondents were assured that the information they provide is confidential and used for academic purposes only. The process of the study complies with ethical considerations.

## CHAPTER FOUR

### 4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

#### 4.1 Introduction

In this chapter, the study presents data gathered from respondents and the analysis and interpretation of the results which comprises the response of 85 project team members as respondents. The presentation, analysis, and interpretation presented by two sections, the demographic situation of the respondents as well as the data presentation with analysis and interpretation.

The researcher used a stratified random sampling method to get a sample of 100 employees 10% from each cluster (sub-cities) unit, out of the 100 questioners dispatched through email, and in-person 85 questioners have been returned. It represents an 85% response rate. The analysis of the data from the questioners is carried out by a computer application called SPSS (Statistical Package for Social Sciences) Version 20. The results for questioner analysis are triangulated from an interview of the project manager and project-related documents like memorandum of understanding between stakeholders.

Demographic variables		Frequency	percent
gender	Female	17	20
	male	68	80
	total	85	100
age	<25	2	2.35
	26-35	70	82.35
	36-45	12	14.12
	>45	1	1.18
	total	85	100
Educational background	Diploma/tvet	6	7.06
	degree	58	68.24
	masters	21	24.71
	total	85	100
Experience(years)	2-5	18	21.18
	6-10	67	78.82
	total	85	100
position	communication officer	12	14.12
	project manager	4	4.71
	project team leader/shum	22	25.88
	project team member	29	34.12
	surveyor/demarcator	18	21.18
	total	85	100

*Table 4.1: demographic information*

*Source: Own survey, 2020 SPSS version 20 outputs*

The gender representation of the respondents shows 80% are male and 20% of the respondents are female employees, which shows unbalanced gender distribution in the project. The researcher doesn't figure out the reason why men represent the great majority in the organization, so that the organization should give attention to attract more female employees to empower them.

The second variable of the demographic information shows the age variations of the population and it is the main demographic characteristics as the young age is characterized as energetic whereas the older possess experience, according to the age characteristic 82.35% of the employees aged from 26-35 which implies the project organization has many young employees, considerably 14.12% of the employees are within the age limit of 36-45 which can exhibit experience. The combination of the two age groups can help the project organization attain its goal if the employees are managed accordingly.

Educational status is also a key demographic characteristic that the responses given from more educated peoples can weigh more so that knowing the education status is a mandatory demographic aspect. From the demographic table, it's also recognized that 68.24% of the employees are degree holders and 24.71% have a master's degree from these two results we can come up with, the response from these employees can give a better picture of the organization and as well having educated employees gives the organization a better capacity since human capital this days have a great role in success of projects.

The question of work experience is limited to the organization under the study since their experience in the organization matters a lot. Work experience is also major characteristics to see the importance of stakeholders in a project environment so that it is considered; experienced employees give more reliable information.

The table also shows that the majorities (78.82%) of the employees have 6-10 years' experience in the organization and 21% 2-5 years; it shows that they have enough experience to tell the relationship of stakeholders with their respective organization.

The respondents mainly comprised from different work position the majority (34.12%) of them are team members (under a team leader) 25% of surveyors there are also team leaders which accounts for 21%, 14% of communication officers (awareness creation officers) and 4% project managers. The combination of the positions will yield more perspective for the all-rounded information which in turn helps the findings to be reliable as well as the organization is surrounded by employees having enough experience.

#### **4.2 Stakeholder management practice-general**

For a general understanding of the stakeholder management practice in the project, the umbrella questions how the organization manages its stakeholders is a critical aspect so that for the overall understanding the following questions have been raised for the respondents. An understanding of the managing stakeholder 's process elements allows the Project Manager to engage with the project stakeholder expectations and needs and to generate action plans to be used when conflicts arise and issues are appeared (Cleland, 1999).

<b>Do you think a project stakeholder management can make a difference in the performance of a project?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	31	36.5	36.5	36.5
	Disagree	3	3.5	3.5	40.0
	Neutral	4	4.7	4.7	44.7
	Strongly Agree	46	54.1	54.1	98.8
	Strongly Disagree	1	1.2	1.2	100.0
	Total	85	100.0	100.0	

*Table 4.2: PSM can make difference in performance,*

*Source: Own survey, 2020 SPSS version 20 outputs*

The majority (54.1% strongly agree) of the respondents believe that project stakeholder management can make a difference in project performance which is again supported 36.5% agreed it has an impact, which implies the respondents clearly value the existence of project stakeholder management as a game-changer for the success of a project.

<b>There was a standardized stakeholder management practice in your organization.</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	31.8	31.8	31.8
	Disagree	28	32.9	32.9	64.7
	Neutral	28	32.9	32.9	97.6
	Strongly disagree	2	2.4	2.4	100.0
	Total	85	100.0	100.0	

*Table 4.3: standardized stakeholder management practice,*

*Source: Own survey, 2020 SPSS version 20 outputs*

32.9% disagree that there is standardized stakeholder management practice in the organization two respondents strongly disagree and 32.9% of them don't have enough information to comment and they stay neutral. On the other hand, 31.8% agree that the organization has standardized stakeholder management practices. From the results, we can conclude that either the organization doesn't have standardized stakeholder management practices or its existence is not clear for all employees. In any case, there is a clear gap in having standardized stakeholder management practice, so that managing stakeholders with proper standard lacks attention and affects the overall relation of the project with stakeholders.

<b>Is there fully operational and separate unit in your organization that is responsible for stakeholder management?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	17	20.0	20.0	20.0
	Disagree	46	54.1	54.1	74.1
	Neutral	19	22.4	22.4	96.5
	Strongly Disagree	3	3.5	3.5	100.0
	Total	85	100.0	100.0	

*Table 4.4: separate unit for stakeholder management,*

*Source: Own survey, 2020 SPSS version 20 outputs*

The majority (54.1%) of the respondents disagree that a fully operational and separate unit in your organization that is responsible for stakeholder management 22% are neutral they are uncertain about it and 20% of the respondents agree that there is a unit and 3.5 % have strongly disagreed.

It implies that the majority of the respondents agreed as there is no separate unit responsible for stakeholder management. Not having separate unit lacks attention and accountability for immediate follow-up of anything related to stakeholders that the project will be affected.

<b>Your organization allocates enough funds, technical tools, experts, and skilled personnel for improving project stakeholder management.</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	7	8.2	8.2	8.2
	Disagree	45	52.9	52.9	61.2
	Neutral	24	28.2	28.2	89.4
	Strongly Disagree	9	10.6	10.6	100.0
	Total	85	100.0	100.0	

*Table 4.5: allocation of enough funds and technical advice,*

*Source: Own survey, 2020 SPSS version 20 outputs*

52.9% of the respondents disagreed on enough funds allocation and expert’s assignment to improve stakeholder management. 8.2% agree, 28.2% are neutral and 10.6% strongly disagree, which implies the support in any way to strengthen stakeholder management has been minimal or it has a huge gap. The focus of the organization is then very poor to discuss and to fulfill basic requirements to its stakeholders.

<b>There is a conflict resolution plan in place and communicated among the relevant stakeholders.</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
valid	Agree	12	14.1	14.1	14.1
	Disagree	23	27.1	27.1	41.2
	Neutral	47	55.3	55.3	96.5
	Strongly Disagree	3	3.5	3.5	100.0
	Total	85	100.0	100.0	

*Table 4.6: conflict resolution plan,*

*Source: Own survey, 2020 SPSS version 20 outputs*

55.3% are neutral to this question they don't know the plan exists and communicated. 27.1% of them disagree with its existence, 14.1% of them agree, and 3.5% strongly disagree. From the presented data it can be said that a well-documented conflict resolution plan is not in place.

Not having a conflict plan means that the organization is not ready to face what ever comes from its stakeholders and unplanned decisions may disrupt the whole project and even may cease the project because unhandled conflict.

### 4.3 Stakeholder identification

<b>All key stakeholders are identified properly at the planning stage of the project</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	31	36.5	36.5	36.5
	Disagree	34	40.0	40.0	76.5
	Neutral	20	23.5	23.5	100.0
	Total	85	100.0	100.0	

*Table 4.7: identification of key stakeholders,*

*Source: Own survey, 2020 SPSS version 20 outputs*

40% of the respondents have disagreed that key stakeholders have not been identified at the planning stage whereas 36.5% of the respondents have agreed. The rest 23.5% of the respondents are uncertain about the identification of stakeholders at the specified planning stage. Since the majority of the respondents disagreed with the identification of key stakeholders at the planning stage it can be concluded that there was a gap in identifying as much as possible key stakeholders at the specified stage. Missing stakeholders affects the project because as Freeman says the project doesn't know what interest do they have and their impact on the project.

Freeman 1984, defines and describes its importance as stakeholders are identified as part of the project initiation, and this list requires to be reviewed and updated as the project progresses. Identifying all stakeholders in the initial stage itself helps in better manageable projects as it helps in factoring all stakeholders 'interests at the planning stage itself.

<b>2.Their power and influence have been well defined</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	19	22.4	22.4	22.4
	Disagree	29	34.1	34.1	56.5
	Neutral	33	38.8	38.8	95.3
	Strongly agree	2	2.4	2.4	97.6
	Strongly Disagree	2	2.4	2.4	100.0
	Total	85	100.0	100.0	

*Table 4.8: defining power and influence,*

*Source: Own survey, 2020 SPSS version 20 outputs*

Bryson, 1995 has described the definition of Power (the level of authority) and influence (the level of involvement the person has) of stakeholders is a must at the early stage of the project. The Power/Influence grid helps you focus on the key project stakeholders who can make or break your project. Then you can easily prioritize your stakeholders from both perspectives.

The majority (38.8%) of the respondents are not clear in defining the stakeholder's interest and influence that they answered neutrally. 34.1% disagreed, 22.4% agree, 2.4% strongly agree and 2.4% strongly disagree. This indicates that even though there are stakeholders identified their power and influences are not well articulated. Which in turn shadows the success of the project since it may not prepare a strategy for the expectations and power of the stakeholders.

### 3. Project team members have participated in identifying stakeholders

		Frequency	Percent	Valid Percent	Cumulative Percent
valid	Agree	23	27.1	27.1	27.1
	Disagree	29	34.1	34.1	61.2
	Neutral	28	32.9	32.9	94.1
	Strongly agree	1	1.2	1.2	95.3
	Strongly Disagree	4	4.7	4.7	100.0
	Total	85	100.0	100.0	

Table 4.9: participation of team members,

Source: Own survey, 2020 SPSS version 20 outputs

34.1% of the respondents disagree about their participation in identifying stakeholders whereas 27.1% of them have agreed as they have participation and 32.9% are neutral. From this result participation of team members hasn't got enough attention.

### 4. Do you think there are missing stakeholders, having a significant impact

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	40	47.1	47.1	47.1
	Disagree	15	17.6	17.6	64.7
	Neutral	24	28.2	28.2	92.9
	Strongly agree	5	5.9	5.9	98.8
	Strongly Disagree	1	1.2	1.2	100.0
	Total	85	100.0	100.0	

Table 4.10: missing stakeholders,

Source: Own survey, 2020 SPSS version 20 outputs

47.1% and 5.9% have agreed and strongly agreed respectively, that there are missing stakeholders that are not identified at the planning stage. 28.2% of them are neutral whereas 17.6% have disagreed. This implies that there are missing stakeholders which will affect the project's success.

#### 4.4 Planning stakeholder management

The planning part is also very crucial in attaining stakeholder participation fruits. After clearly assessing their needs, power, expectation, and other concerns the planning part provides a strategy to engage stakeholders for the success of the project and minimize risks associated with the stakeholder management challenges

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

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	28	32.9	32.9	32.9
Disagree	2	2.4	2.4	35.3
Neutral	8	9.4	9.4	44.7
strongly agree	47	55.3	55.3	100.0
Total	85	100.0	100.0	

Table 4.11: analysis for quality of decision making,

Source: Own survey, 2020 SPSS version 20 outputs

Planning can show the framework of how the decision goes throughout the project life cycle that; quality of the decision can be affected by the results of stakeholder analysis. This question is raised to assess respondents' views and 55.3% of them strongly agree, 28% agree by considering these two responses majority of the respondents believe Stakeholder analysis can help in providing quality decisions. This implies that respondents have enough awareness, as to how decisions can be affected by stakeholder analysis

## 2. The analysis part is done by cooperation with stakeholders themselves

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	24	28.2	28.2	28.2
Disagree	28	32.9	32.9	61.2
Neutral	30	35.3	35.3	96.5
Strongly Disagree	3	3.5	3.5	100.0
Total	85	100.0	100.0	

*Table 4.12: cooperation with stakeholders during analysis,*

*Source: Own survey, 2020 SPSS version 20 outputs*

35.3% of the respondents are neutral on the participation of stakeholders in the analysis part. 32.9% of them disagree, 28.2% agree and the rest 3.5% strongly disagree. This implies that the majority of the respondents either uncertain or disagree with the cooperation of their organization with its stakeholders during analysis. It will have a negative effect on the quality of decisions made by the organization since the analysis may not be all rounded.

### 3. A strategy is outlined for each stakeholder's power and expectations

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	21	24.7	24.7	24.7
Disagree	35	41.2	41.2	65.9
Neutral	29	34.1	34.1	100.0
Total	85	100.0	100.0	

*Table 4.13: an outlined strategy for power and expectation,*

*Source: Own survey, 2020 SPSS version 20 outputs*

The majority (41.2%) of respondents have disagreed with the outline of strategies for stakeholder's power and expectation. 34.1% are neutral and 24.7% have agreed. Meaning that the organization has not outlined a strategy for each identified power and expectation of stakeholders that it faces different problems in managing expectations and preparing to defend powerful ones.

#### **4.5 Stakeholder engagement**

Engagement of stakeholders is a critical part of cooperation and to work together with stakeholders, it's ascertained through communication as Marcelo A. 2015, Stakeholder integration is vital to achieving project goals since it will maximize collecting all the project definitions and approvals and will help identify stakeholders 'expectations and needs. Communication becomes a key variable to achieve effective integration and should be applied through project management.

## 1. Key stakeholders are integrated well in the project

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	28	32.9	32.9	32.9
Disagree	40	47.1	47.1	80.0
Neutral	17	20.0	20.0	100.0
Total	85	100.0	100.0	

*Table 4.14: integration of stakeholders,*

*Source: Own survey, 2020 SPSS version 20 outputs*

Regarding stakeholder integration, 47.1% of the respondents disagree that key stakeholders are not well integrated throughout the project. 32.9% agree and 20% of the respondents are neutral. This result implies that there is a gap in integrating the stakeholders throughout the life of the project.

## 2.All stakeholders communicated about the project at the planning stage

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	29	34.1	34.1	34.1
Disagree	35	41.2	41.2	75.3
Neutral	20	23.5	23.5	98.8
Strongly disagree	1	1.2	1.2	100.0
Total	85	100.0	100.0	

*Table 4.15: communication at the planning stage,*

*Source: Own survey, 2020 SPSS version 20 outputs*

41.2% of the respondents have disagreed communication of stakeholders at the planning stage. 34.1 agree, 23.5% are neutral and 1.2% strongly disagree. To present the implication there is also a communication gap between the organization and the stakeholders. Not well communicated stakeholders are not your supporters that they may not have clear understanding about the project and even they may become resistant.

### 3. All key stakeholders know well, why the project established and the intended goal.

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	29	34.1	34.1	34.1
Disagree	35	41.2	41.2	75.3
Neutral	20	23.5	23.5	98.8
Strongly disagree	1	1.2	1.2	100.0
Total	85	100.0	100.0	

*Table 4.16: knowledge of stakeholders about the goal of the project,*

*Source: Own survey, 2020 SPSS version 20 outputs*

Tres Roeder, 2013 emphasizes that project managers have to make sure that every stakeholder understands the aim of the project. But the practice case is that many PM considers as redundant steps so they discover too late that some stakeholders are overlooked and they miss the first stakeholder meeting and they will have an incomplete understanding.

36.5% of the respondents disagree that all key stakeholders know well about the project goal. 35.3% of them agree, 22.4% of them are neutral and 4.7% strongly disagree. This implies the stakeholders have a gap in understanding the goal of the project, which will affect working together.

#### 4.Key stakeholders share a common understanding of the project

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	26	30.6	30.6	30.6
Disagree	31	36.5	36.5	67.1
Neutral	26	30.6	30.6	97.6
Strongly disagree	2	2.4	2.4	100.0
Total	85	100.0	100.0	

*Table 4.17: stakeholder share common understanding,*

*Source: Own survey, 2020 SPSS version 20 outputs*

Bpayne & Watt addresses project managers shall ensure stakeholders share a common understanding about the project. Without that the PM must constantly be checking that everyone is doing what they are supposed to

36.5% of the respondents disagree about shared understanding between key stakeholders.30.6% of the respondents agree, 30.6% are neutral and 2.4% of the have strongly disagreed. The project organization doesn't create common understanding at least with its key stakeholders.

#### 4.6 Control stakeholder engagement

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

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	23	27.1	27.1	27.1
Disagree	36	42.4	42.4	69.4
Neutral	22	25.9	25.9	95.3
Strongly disagree	4	4.7	4.7	100.0
Total	85	100.0	100.0	

*Table 4.18: Formal stakeholder's management,*

*Source: Own survey, 2020 SPSS version 20 outputs*

42.4% of the respondents disagree, the existence of formal stakeholder management. 27.1% of them agree, 25.9% are neutral and 4.7% of them strongly disagree. From the given information it's obvious that the organization has not made formal stakeholder management procedures.

## 2. Project progress status sent periodically to stakeholders

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	24	28.2	28.2	28.2
Disagree	28	32.9	32.9	61.2
Neutral	26	30.6	30.6	91.8
Strongly agree	2	2.4	2.4	94.1
Strongly disagree	5	5.9	5.9	100.0
Total	85	100.0	100.0	

*Table 4.19: project status sent periodically,*

*Source: Own survey, 2020 SPSS version 20 outputs*

Project status reporting is defined as it's a regular, formalized report on project progress concerning the prior plan. Its purpose is to ensure that the objectives of the project are being met by monitoring and measuring progress regularly to determine variances from the plan for early rectification of deviation (Ben Aston 2017).

32.9% of the respondents disagree about periodically sending Project progress status. 30.6% of them are neutral, 28.2% of them agree, 2.4% strongly agree and 5.9% of them strongly disagree. From mixed results found the organization has a gap in sending timely status reports.

### 3. Their expectations are understood, acknowledged, and managed.

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	22	25.9	25.9	25.9
Disagree	34	40.0	40.0	65.9
Neutral	25	29.4	29.4	95.3
Strongly Agree	1	1.2	1.2	96.5
Strongly Disagree	3	3.5	3.5	100.0
Total	85	100.0	100.0	

*Table 4.20: expectation management,*

*Source: Own survey, 2020 SPSS version 20 outputs*

Managing expectation of stakeholders is one source of creating good relationships with even challenging stakeholders. 40% of the respondents disagree, 29.4% of them are neutral, 25.9% agree. Considering this result, the organization has difficulties in understanding, acknowledging, and managing stakeholder's expectations.

The organization should need to consider its expectation management or else this type of situations will result in no cooperation state and it may lead the project in a considerable challenge.

#### 4.7 Stakeholder management challenges

Managing stakeholders faced different challenges that it's a complicated task and should be given more emphasis. The frequent stakeholder management challenges have been included in the questionnaire to assesses which type of challenges the organization has.

##### 1. Effectively managing expectations of stakeholders is a challenge

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	41	48.2	48.2	48.2
Disagree	12	14.1	14.1	62.4
Neutral	11	12.9	12.9	75.3
Strongly Agree	19	22.4	22.4	97.6
Strongly Disagree	2	2.4	2.4	100.0
Total	85	100.0	100.0	

*Table 4.21: managing expectation as a challenge,*

*Source: Own survey, 2020 SPSS version 20 outputs*

48.2% and 22.4% have agreed and strongly agreed, respectively that effectively managing stakeholder's id difficult. While the rest 14.1% disagree, 12.9% are neutral and 2.4% strongly disagree. This implies managing the expectation of stakeholders has been a challenge in the project.

**2. Selecting a common communication channel is a challenge in stakeholder’s management to build good relations.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	50	58.8	58.8	58.8
Disagree	6	7.1	7.1	65.9
Neutral	9	10.6	10.6	76.5
Strongly Agree	17	20.0	20.0	96.5
Strongly Disagree	3	3.5	3.5	100.0
Total	85	100.0	100.0	

*Table 4.22: common communication channel as a challenge,*

*Source: Own survey, 2020 SPSS version 20 outputs*

58.8% and 20% have agreed and strongly agreed; respectively that selecting a common communication channel was a challenge too. 10.6% are neutral, 7.1% disagree and 3.5% strongly disagree. This also implies that there is another main issue that affects good communication. As the majority of respondents, the project has been difficult in selecting a common communication channel.

### 3. Building trust in a project by stakeholders is a challenge.

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	50	58.8	58.8	58.8
Disagree	6	7.1	7.1	65.9
Neutral	9	10.6	10.6	76.5
Strongly Agree	17	20.0	20.0	96.5
Strongly Disagree	3	3.5	3.5	100.0
Total	85	100.0	100.0	

*Table 4.23: the challenge of building trust,*

*Source: Own survey, 2020 SPSS version 20 outputs*

In land-related organizations in Addis Ababa, it is very difficult to create trust, especially with landowners. This has been approved from the table above that 61.2% agree, 14.1% strongly agree, 17.6% are neutral, 4.7% disagree and 2.4% strongly disagree. This clearly shows that the project has faced difficulties in creating trust among its stakeholders. Build trust is a very crucial success factor for a project to succeed, so that the project organization might face difficulties in attaining its goal within the given constraints.

#### 4. Lack of good communication is a challenge in stakeholders' management.

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	52	61.2	61.2	61.2
Disagree	6	7.1	7.1	68.2
Neutral	6	7.1	7.1	75.3
Strongly Agree	21	24.7	24.7	100.0
Total	85	100.0	100.0	

*Table 4.24 lack of good communication,*

*Source: Own survey, 2020 SPSS version 20 outputs*

61.2% and 24.7% agree and strongly agree respectively that there is a lack of good communication. 7.1% of them disagree and 7.1% are neutral. This implies that there has been a lack of good communication with stakeholders. As Bourn and Walker, 2005 discuss its importance, good communication helps an organization to create positive attitude of its image.

## 5. Project stakeholders have conflicting interests.

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	44	51.8	51.8	51.8
Disagree	5	5.9	5.9	57.6
Neutral	27	31.8	31.8	89.4
Strongly Agree	7	8.2	8.2	97.6
Strongly Disagree	2	2.4	2.4	100.0
Total	85	100.0	100.0	

Table 4.25: conflict of interest, Source: Own survey, 2020 SPSS version 20 outputs

51.8% of the respondents agree as there are conflicting interests. 31.8% are neutral, 8.2% strongly agree, 5.9% disagree and 2.4% of them strongly disagree. There is a conflict of interest in the project organization with its stakeholders which will create negative relations and challenges to the success of the project.

Conflict of interest creates negative allies that tries to hinder the project since they do have the same or integrated interest that unless it is resolved it may lead the parties to conflict.

**6. Increase in the number of stakeholders adds stress to the project and influences the project's complexity level.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	36	42.4	42.4	42.4
Disagree	17	20.0	20.0	62.4
Neutral	25	29.4	29.4	91.8
Strongly Agree	4	4.7	4.7	96.5
Strongly Disagree	3	3.5	3.5	100.0
Total	85	100.0	100.0	

*Table 4.26 increase in the number of SH as a challenge,*

*Source: Own survey, 2020 SPSS version 20 outputs*

42.4% of the respondents agree that the increased number of stakeholders is also a challenge. While 20% of them disagree 29.4% of them are neutral. By considering this result it's inferred that the increased number of stakeholders has increased its complexity that it has been a challenge managing the whole stakeholders.

## 7. Stakeholders are reluctant about sharing important information

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	45	52.9	52.9	52.9
Disagree	9	10.6	10.6	63.5
Neutral	21	24.7	24.7	88.2
Strongly Agree	10	11.8	11.8	100.0
Total	85	100.0	100.0	

Table 4.27: the reluctance of sharing information between SH,

Source: Own survey, 2020 SPSS version 20 outputs

52.9% of the respondents agree that reluctance of sharing information is also one of a challenge in managing stakeholders. 10.6% of them disagree, 11.8% of them have strongly agreed and 24.7% are neutral. This implies there was difficulty in accessing from different stakeholders that it hinders the performance by impacting the timeliness access to information.

Now days information is the main resource for any decisions to be made that without clear information the decisions made will not be successful that it may adversely affect the project.

## CHAPTER FIVE

### 5. SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATION

#### **5.1 Introduction**

The findings of the study will be summarized and presented in this chapter and as well as the conclusions made by the researcher and the recommendations drawn will be suggested for the organization under the study.

#### **5.2 Summary of major findings**

In summarizing the major findings of the study, the study's data gathering tools are mainly questioner and interviews to collect primary data. The researcher classified into different chunks so that to clearly understand the situation. How the respondents perceive the general stakeholder management practice in their organization. More than 90% of the respondents believe that stakeholder management can make a difference in project performance. On the other hand, these respondents more than 65% of them, either they are neutral or disagree that their organization has standardized stakeholder management practice in the organization. For the questions of funding, expert and technical tools support from the organization are also disagreed by more than 52% of the participants in the study. The organization has no separate unit which is responsible for stakeholder management, this statement is supported by more than 75% (disagree, neutral) and finally, in this category,

the existence of a conflict resolution plan is not agreeable by more than 79% of the respondents.

Regarding the identification of stakeholders, the majorities (63%) of the respondents either disagree or are neutral in the identification of all key stakeholders at the planning stage. Defining their power and influence is also not agreeable by more than half of the respondents. The team members are also not participated in the identification process of stakeholders since their answer shows more than an average as disagree or neutral. The final question was about missing stakeholders which have a significant impact and more than 54% of them agree and strongly agree that there are missing stakeholders.

The other umbrella of the question is about how the planning of stakeholders goes throughout the project. More than 85% of the respondents believe that stakeholder analysis helps to ensure in making good quality decisions. During analysis at the planning, the participation of stakeholders was very minimal since more than 65% of them does not agree that they have been taking part. The last for the category was the strategy is outlined for each stakeholder's power and expectation. This is also not supported by the majority (75%) of the respondents that strategy is not outlined as it intended to be.

The stakeholder engagement part is assessed by four follow up questions. More than 75% of respondents believed there is a gap in integrating stakeholders in the project. Communication is a critical part of stakeholders' engagement that it is included in the question list but more than 64% don't agree that all stakeholders have been communicated at the planning stage. Because of this their understanding of the goal of the project is not known well. Sharing a common understanding between stakeholders is also a problem believed by more than 66% (disagree and neutral).

Stakeholder control is the fourth part of stakeholder management practice and is used as another umbrella of questions. How the interaction looks like with stakeholders is raised, and respondents believe that it has a visible gap. Sending status report periodically is also a major problem. Managing the expectation of stakeholders throughout the project has also and is disagreed by more than 44% of the respondents.

The other side of the assessment comprises what challenges have been faced by the organization throughout the project in managing stakeholders. To describe the situation the researcher organized seven questions, all questions have been a challenge though the degree of their challenge differs. Lack of good communication, building trust between stakeholders, and conflicting interests are among the challenges that the majority of the respondents have agreed upon.

### **5.3 Conclusions**

The study focuses on assessing the practice and challenges of stakeholder management in the Addis Ababa city administration-Adjudication project.

The general profile of the respondents was analyzed and in distribution gender, 80% of the population is male. In terms of age group, the majority (82%) lies to 26-35, educational status of the respondents mainly described as degree holders around 64% of them and 6-10 years of experience describes the population since more than 78% possess these characteristics.

Regarding the general stakeholder management process, there were serious gaps. On the other hand, almost all the respondents knew that stakeholder management if done properly, that it will have a positive impact on the success of the project regarding stakeholder

management. There was no standardized stakeholder management practice, no separate unit for stakeholder management, and no conflict resolution plan; these are the main issues that are overlooked by the organization.

There are also problems throughout the project life cycle in managing stakeholders. All key stakeholders have not been identified and their power and influence were not well defined, the participation of team members in stakeholder identification was very minimal. The stakeholder analysis part has also a gap in understanding and identifying interests, expectations, powers of stakeholders. There was poor management of communication that it is difficult in engaging all stakeholders as it is intended to be. Sending periodic reports to the stakeholders was also having a gap that it creates an understanding problem in each progress.

Finally, there have been many challenges that hinder effective stakeholder management in the organization. Starting from identifying key stakeholders to creating trust with stakeholders were the challenges faced throughout the project. The other main challenges were creating common understanding because of failure in choosing communication tools that fit both sides which resulted in a lack of good communication. The conflicting interest of stakeholders and reluctance in sharing information of stakeholders was also challenging situations in the organization.

## **5.4 Recommendations**

To ensure effective stakeholder management in the Addis Ababa city administration-adjudication project, the following recommendations have been drawn from the summaries of findings and conclusions made.

Good communication is critical for projects working with many stakeholders and having different interests so that to create a common understanding and to create a closure, the project should ensure good communication throughout the life cycle of the project.

Identifying key stakeholders or making sure the key stakeholders are not missing from the planning stage paves the way to success. The adjudication project should emphasize selecting its key stakeholders and try to update its stakeholder register throughout the project. Identifying the power and interests of the stakeholders is also a benefitting approach to the success of the project that team members and involving stakeholders should be considered. The need to consider having a separate stakeholder management unit is inevitable that it will help to make effective stakeholder management, working with stakeholders has always been challenging and it may lead to conflict which will have a serious effect on the success of the project. Taking how much, it affects into consideration, handling stakeholders with care has to be the way forward but for unexpected issues that might happen, a conflict resolution plan should be in place.

### **5.5 Suggestion for Further Study**

Though the main target of the study is to add value to the academic literature, the study has assessed the stakeholder management practice and challenges, may contribute to references on stakeholder related studies. Specifically, the case organization can see some of its deficiencies and help them to consider further studies.

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**Addis Ababa University**  
**College of Business and Economics**  
**School of Commerce**  
**Master of Project Management Program**

Dear Respondents,

This is an academic research for the completion of MA in project management at Addis Ababa University, the research is titled as “**STAKEHOLDER MANAGEMENT- Practice and Challenges: *The Case of Addis Ababa city administration Adjudication project***”. The purpose of this study is to assess the stakeholder management practice and to identify the challenges faced throughout the process.

I kindly request you to participate in this project work by completing the attached questionnaire. To keep the confidentiality of the paper don't mention any identifier of the respondent including your name. I also sincerely request you to respond to the questions as honestly as possible and return the completed questionnaires.

I would like to express my gratitude for your willingness and time, the information you provide will be used for academic purpose and will be kept strictly confidential. If you have any questions or comment regarding this research study, you may contact me at

E-mail: mkrdms875@gmail.com. Mobile: 0946371911

Thank you again!

Mekuria Admasu

**Definition of key terms:**

**Stakeholder:** Any group or individual who can affect or is affected by the achievement of the project's objectives.

**Stakeholder management:** The process of identification, analysis, communication, decision making and all other kinds of activities in terms of managing stakeholders.

**General instructions**

✚ Please tick '√' for your answers in the given box

✚ You can use a space provided, for answers that are not fully covered by the choices and to add additional information

**Part I: Demographic information**

1. Sex male  Female

2. Age <25  26-35  36-45  >45

3. Educational background:

- diploma/tvet level
- Degree
- Masters
- PHD

4. Work experience (Years) <1  2-5  6-10  Above 10

(in the project)

5. What is your position in the organization?

- Project manager
- Project Team leader(shum)
- Project Team member
- Surveyor
- Other, please specify.....

**Part II: Stakeholder management practice**

Please indicate your level of agreement with each listed statement by marking ‘√’.

Keys:

Strongly Disagree =1 Disagree=2 Neutral/Uncertain=3 Agree=4 Strongly Agree=5

<b>A. Stakeholder management practice-general</b>		1	2	3	4	5
1	Do you think a project stakeholder management can make a difference in the performance of a project?					
2	There was a standardized stakeholder management practice in your organization.					
3	Is there fully operational and separate unit in your organization that is responsible for stakeholder management?					

4	Your organization allocates enough funds, technical tools, experts and skilled personnel for improving project stakeholder management.					
5	There is a conflict resolution plan in place and communicated among the relevant stakeholders.					
<b>B. Stakeholder identification</b>						
	<b>Indicator</b>					
6	All key stakeholders are identified properly at the planning stage of the project					
7	Their power and influence have been well defined					
8	Project team members have participated in identifying stakeholders					
9	Do you think there are missing stakeholders, having significant impact					
<b>C. Plan stakeholder management</b>						
	<b>Indicator</b>	1	2	3	4	5
10	Stakeholder analysis is useful to ensure the quality of the decision-making processes					
11	The analysis part is done by cooperation with stakeholders themselves					
12	A strategy is outlined for each stakeholder's power and expectations					

<b>D. Manage Stakeholder Engagement-communication</b>		1	2	3	4	5
13	Key stakeholders are integrated well in the project					
14	All stakeholders communicated about the project at planning stage					
15	All key stakeholders know well, why the project established and intended goal.					
16	Key stakeholders share a common understanding in the project					
<b>E. Control stakeholder engagement</b>						
17	Formal stakeholder's management (the interaction among each stakeholder) is sufficient enough to achieve the objectives.					
18	Project progress status sent periodically to stakeholders					
19	The communication between stakeholders is very good					
20	Their expectations are understood, acknowledged and managed.					

**Part III: challenges of project stakeholder management**

	<b>Indicator</b>	1	2	3	4	5
21	Effectively managing expectations of stakeholders is a challenge					
22	Selecting common communication channel is a challenge in stakeholder’s management to build good relation.					
23	Building trust on a project by stakeholders is a challenge.					
24	Creating empathy (understanding) among stakeholders is a challenge in stakeholder’s management.					
25	Lack of good communication is a challenge in stakeholder’s management.					
26	Project stakeholders have conflicting interests.					
27	Increase in the number of stakeholders adds stress to the project and influences the project’s complexity level.					
28	Stakeholders are reluctant about sharing important information.					

31. From your work experience, what do you recommend the organization in managing its stakeholders for success of the project and to overcome the challenges throughout the project lifecycle?

.....  
 .....

## **Interview Guide for Project Manager and Respondents**

Dear Interviewee,

I would like to thank, that you are willing to answer my questions. My name is Mekuria Admasu, I am a Master of Arts Degree student in Project Management at Addis Ababa University School of Commerce.

As part of my MA project work, I am studying the assessment of stakeholder's management practice and challenges in case of adjudication project (A.A). The interview result will help get in-depth understanding and to triangulate the responses from the questionnaires and other sources of information.

Thus, I kindly request you to answer all the questions assuring you that, all responses will be used only as an input for this study.

1. How do you evaluate the importance of stakeholders in the success of project?
2. List out the project stakeholders in the Adjudication project.
3. Do you have a standardized/formal stakeholder management protocol for Projects?
4. How is stakeholder management done in your institution?
5. What is/are the bases for your stakeholder identification?
6. Does the project overrun (if any) have anything to do with Project Stakeholder Management (PSM)?
7. What challenges are there in managing stakeholders in your project?