

**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE**



POST GRADUATE PROGRAM IN PROJECT MANAGEMENT

**STAKEHOLDER MANAGEMENT - Practice and Challenges: The Case of
Plan International Ethiopia WASH Project**

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**June 2020
ADDIS ABABA
ETHIOPIA**

**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
DEPARTMENT OF PROJECT MANAGEMENT**

**STAKEHOLDER MANAGEMENT- PRACTICE AND CHALLENGES:
THE CASE OF PLAN INTERNATIONAL ETHIOPIA WASH PROJECT**

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**A PROJECT WORK SUBMITES TO ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS
DEGREE IN PROJECT MANAGEMENT**

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**JUNE 2020
ADDIS ABABA
ETHIOPIA**

Declaration

I, the undersigned, hereby declare that the work contained in this thesis is my own original work.

All sources of materials used for the study have been duly acknowledged. This study has not been presented for a degree in any university.

Hailemariam Misganaw

Signature: _____

Date: _____

LETTER OF CERTIFICATION

This research paper has been submitted for examination as with my approval as the University Supervisor.

SIGNATURE:.....

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DR. BAHRAN ASRAT

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This is to Certify that the thesis prepared by Hailemariam Misganaw, entitled: An Assessment of stakeholder management practice and challenges: the Case of Plan International Ethiopia WASH Project submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Project Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Signed by the Examining Committee:

Examiner: _____ Signature: _____ Date: _____

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Advisor: _____ Signature: _____ Date: _____

Acknowledgement

Above all, I would like to thank God, and Mother Mary for Her unreserved assistance throughout my life. I would also like to express my sincere gratitude to my advisor Dr. Bahran Asrat for the continuous support of throughout my project work, for his patience, motivation, and immense knowledge. His guidance helped me in all the time of the research and writing of this project work. I could not have imagined having a better advisor and mentor for my study.

I would like to thank colleagues from Plan International Ethiopia who participated in providing valuable responses and specifically Mr Endashaw Demle and Mr Cherinet Gizaw who provided insight and expertise that greatly assisted the research.

I am immensely grateful to all of the people who had provided me with their comments and constructive criticism on an earlier version of the manuscript, although any errors are my own and should not tarnish the reputations of these esteemed persons.

Last but not the least, I would like to thank my friends and all my family who had been with me throughout everything. My special thanks goes to my dear Mom Liyunesh Mengistu who had been supporting me in every aspect throughout my life and may all the credit goes to her.

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List of Abbreviations and Acronyms

CCCD	Child-Centered Community Development
CSF	Critical Success Factors
CSO	Civil society organization
DP	Development Partner
ECD	Early Childhood Development
EFM	Effective Stakeholders Management
FGM	Female Genital Mutilation
GTP	Growth and Transformation Plan
IFC	International Finance Corporation
OWNP	One Wash National Program
NGO	Non-Governmental Organization
PIE	Plan International Ethiopia
PM	Project Manager
PMBOOK	Project Management Body of Knowledge
PMI	Project Management Institute
SM	Stakeholders Management
SNNPR	Southern Nations, Nationalities and Peoples Region
UNEP	United Nations Environmental Programme
WASH	Water Sanitation and Hygiene
YEE	Youth Economic Empowerment

Abstract

The study sought to assess the stakeholder management practice and challenges of plan international Ethiopia by focusing on WASH project. The research design adopted was descriptive. The researcher used census with a total target population of 40 respondents, out of this 37 respondents took a part in providing response which makes 92.5% response rate. The data collection tools used were questionnaire and semi structured interviews. The Questionnaires were distributed to all the project team members and interview was conducted with key project staffs. The data obtained through questionnaire were analyzed quantitatively using descriptive statistics: frequency, percentage, mean and standard deviation through SPSS version 20 software. Moreover, Qualitative analysis was carried out for data obtained using interviews and open ended questionnaire. The finding of the study reveals that even if there is a need to manage stakeholders with in the organization but the level of management of stakeholders in the project is poor. Furthermore there is no institutionalized stakeholder management system within the organization. The study also identified Communicating with and engaging stakeholders, properly identifying stakeholders of the project and keeping and promoting good relationships as a critical success factors. And Failure to identify all relevant stakeholders & offering them the level of attention they deserve and Poor engagement of stakeholders or lack of commitment are the major challenges that the organization facing while managing stakeholders.

Key words:- Project, Stakeholders, Stakeholder Management, Stakeholders Engagement, Identifying stakeholders, critical success factors.

Chapter One

Introduction

Background of the study

Successful Project management, especially in Non-Governmental Organizations project setup, demands a higher level of stakeholder management practice as it is one of the factor that determines the successful completion of projects. As Cleland, (2002) Stated, Successful project management can be carried out only when the responsible managers take into account the potential influence of the project's stakeholders.

Though it varies depending on the size and complexity of organizations, projects requires the involvement of different parties that have had an impact for the successful implementation project activities. This groups of people are referred to us Stakeholders. A stakeholders are any group or individual who can affect or is affected by the achievement of the organization objectives." (Friedman, 2006).

These stakeholders need to be managed effectively to bring the expected result of the project. And the management practice Involves undertaking of different activities. According to PMI (2017), Project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and planning and execution of projects.

The distinct needs and expectations and the presence of competing and conflicting power and interest of different stakeholders involved in the projects usually makes the task of effective project management difficult. In relation to this how they could accommodate the diverse, and even contradictory, Expectations of all the stakeholders is the challenge that projects are facing. (Hussein, 2013).

Projects in NGO sector are one of the area requiring the involvement of different groups of stakeholders with different needs and interest. NGOs are “self-governing, private, not-for-profit organizations that are geared to improving the quality of life for disadvantaged people (Lewis, 2010). Their existence is to fill the roles that corporations or states cannot or do not want to fill (Kourula, 2006). The emergence of NGO/CSOs in Ethiopia was largely related to food aid and rehabilitation programs. NGOs started operating in Ethiopia mainly after the 1974 famine, but they had a much larger presence in Ethiopia after the 1984 drought (Dessalegn, 2008).

Plan International is an international, humanitarian, child-centered, development organization, without religious, political or governmental affiliation. The organization is working with various stakeholders at all levels to bring about long term sustainable improvements for children, families and communities. Major stakeholders of the organization includes but not limited to local communities, (structures, girls’ agencies and networks), Civil society Organizations (Local as well as International NGOs who deliver projects with PIE through sub-granting management principles and procedures), international peer organizations who have similar causes and purposes with PIE’s area of distinctiveness, Government (national, provincial and local governments), multilateral and bilateral agencies, private sectors, academic institutions and other (PIE, 2019).

Stakeholder’s management is one of complicated task that the project manager should undertake. For this to be successful it need to be developed and managed systematically. Consequently, this study aims to assess how the stakeholder management practice of Plan International Ethiopia looks like. Forasmuch similar studies has not been done in the case of PIE so far, the findings of this research will be useful for the organization to check where it is in terms of managing its stakeholders and furthermore to develop strategies to improve its weaknesses.

1.2 Statement of Problem

As Larson, (2011) Stakeholders are people and organizations that are actively involved in the project, or whose interests may be positively or negatively affected by the project. The extant research suggests that project success involves not only the iron triangle factors i.e. cost, time and quality, but also the effective management of the stakeholders involved (Eskerod, 2008). But the

value of stakeholder's and their management in most of project management practice has not been given of adequate attention to the level it requires. As Lalic, (2013) stated on his article: future challenges in Project Management: One of the trends that is recognized but not sufficiently institutionalized in the field of project management, especially when they belong to a group of international development projects is significance of stakeholder management in the project cycle.

Moreover project environment is complex and changing if stakeholder management is not adequately addressed, this can mean unexpected problems and uncertainty will surpass to the project. Some of the uncertainty caused by stakeholders could include poor communication, inadequate resource assignment to the project, changes in the scope of work, and negative community reactions to the project etc. as a result working proactively to minimize the potential for uncertainty and problems caused by stakeholders is critical otherwise it will result to project failure (Karlsen, 2002).

Though the researcher couldn't find a study that discuss the stakeholder management practice on a global or Africa context, results of different researchers have identified that in many projects around the world, management of stakeholders lacks strategies, plans and methods. Among many one good example that signify these idea is the study conducted by (Karlsen, 2002) on project managers to collect their views on Stakeholders management which identifies the inadequacy of formal and systematic project stakeholder management process in projects. The same is true in the case of Africa where many researchers confirmed the weak practice of stakeholder management which in turn contributed for non-successfulness and/or failure to projects. A study conducted by Zarewa (2019) in Nigeria, confirmed that most of projects are suffering with problems related to poor stakeholder management practice. Another study by Rwelamila, (1999) also uncovered the existence of poor relationship among stakeholders in most of projects in Africa contributing to failure to projects can be taken as a show case on how project stakeholder management lacks proper management in projects executed in different parts of Africa.

This is also one of the challenge that many projects in Ethiopia especially, NGO sector projects are currently facing. Based on the assessment the researcher conducted on various research works,

managing project stakeholders is one of the difficult task that project managers have to deal with. Especially less engagement of stakeholders in the project life cycle and non-institutionalization of the stakeholder management system in organizations are among the various factors that contributed to inefficiency in managing projects. Martha, (2019) and Tsegaye, (2017).

The distinct needs and expectations of different stakeholders involved in projects also makes the task of effective project managing difficult. Specially Project management in the aid industry is one of the tough activity where by managers have to deal with diverse and even contradictory expectations and competing agendas of a large number of stakeholders (Ika, 2010). According to Youker, (1999) International Development projects are susceptible to challenges related to lack of shared perception and agreement on the objectives of the project by donor and government staff and stakeholders. And lack of commitment to the project by the team, management and stakeholders are among many other challenges.

As one of the International development organization, PIE, one way or another is open to those challenges that are discussed above. Therefore the researcher mainly place the concern on assessing the practice of stakeholder management and challenges that are facing Plan International Ethiopia in the course of implementing its projects by specifically focusing on WASH (Water, Sanitation and Hygiene) project.

1.3 Research Questions

The basic research questions to be answered in this thesis are:

- 1- What does the current stakeholders' management practice of PIE look like?
- 2- What are the Key factors for successful stakeholder management practice?
- 3- What are the challenges that PIE is facing in managing the stakeholders?

1.4 Research Objectives

1.4.1 General Objectives of the study

The overall objective of the study was to assess the stakeholder management practices and challenges of Plan International Ethiopia.

1.4.2 Specific Objectives of the study

The specific objectives of the research were:

- 1- To assess the current stakeholder management practice of PIE
- 2- To identify factors that could enable for successful stakeholder management
- 3- To assess the challenges faced in project stakeholder management by PIE

1.5 Significance of the study

The study tried to assess the stakeholder management practice in which PIE is currently implementing therefore, the finding of this study is useful to Plan International Ethiopia in evaluating how good stakeholder management practices are undertaken, and also gives insight on importance of stakeholder management practice. In the meantime it assess the effectiveness of the stakeholder management practice of the organization. In the course of the study the researcher tried to identify any challenges that the organization is currently facing in respect to managing of its stakeholders. The study also gave recommendations to the organization that will help the overcome the challenges it is facing in the practice of managing the stakeholders. The study tried to fill the current knowledge gap on the area of stakeholder's management practice in meeting the objective of the projects. And furthermore it is useful for future researchers who may wish to Carry out further research on project stakeholder management.

1.6 Scope of the study

The conceptual scope of the study is only on one of the project management knowledge area which is Stakeholders management and its impact for successful project management. Therefore the

study assesses the practice and challenges that Plan International Ethiopia is facing in managing its stakeholders.

Though PIE has different projects that are categorized under five portfolio of projects, due to different challenges, the researcher believes that it was difficult to assess all these areas especially due to resource constraints. As a result the study was conducted by focusing on WASH project that the organization is undertaking on country wide. The reason behind choosing WASH is, this project by its nature requires the involvement of different types of stakeholders and also the required level of stakeholders engagement to this project is high importance to the project as well as to overall organizational goal achievement. Besides based on the assessment the organization conducted relative to other projects WASH is rated as number one in-terms of importance to the community as well as other stakeholders. This is due to the fact that working on WASH could mean working on other areas the organization is engaged in (i.e child protection, health, education, nutrition etc.).

Though the study focus only one of the project area, the results and recommendations can be applied to other projects that PIE is undertaking or is planning to undertake.

1.7 limitations of the study

The study was conducted by focusing on PIE, therefor the findings of the study talks about PIE, generalizing the findings directly to other NGOs may be difficult due to different reasons. One reason can be the varying nature and the type of stakeholders involved in one organization could be different to that of others so it is difficult to directly generalize to others.

In addition to that the scope delimitation of the study was only with regard to one project management knowledge area which is stakeholder management. This study does not cover other knowledge areas of project, therefore the findings of the study talks about the stakeholder management practice and cannot be generalizable to the overall project management practice of the organization.

1.8 Organization of the study

The study was organized in five chapters with different sections and sub-sections in each. Chapter one deal with background of the study, statement of the problem, research questions, specific and general Objectives, Scope of the study, significance of the study and about limitation of the study. Chapter Two discuss the review of relevant literatures and also prior research works on topic of the area. The third chapter is about the methodology part of the study. The research design, data sources, sampling techniques and data analysis techniques is dealt. Chapter four covers about analysis of results. Finally In the fifth chapter, conclusion and recommendations was given.

1.9 Definition of Key Terms

Project: A project is a unique set of coordinated activities, with a definite starting and finishing point, undertaken by an individual or organization to meet specific objectives within defined schedule, cost and performance parameters (British Standards Institution, 2000).

Project management: It is about the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (PMBOOK, 2013).

Stakeholder: any group or individual who can affect or is affected by the achievement of the organization's objectives (Freeman R. E., 1984).

Stakeholders Management: the processes required to identify the people, groups, or organization's 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.

Project Manager: the individual ultimately responsible for managing and leading the project to its successful conclusion (Gardner, 2005).

Chapter Two

Literature review

Introduction

This part of the paper deals with the theoretical and empirical literatures, and concepts related to the area under study. It gives the reader with an idea of the various aspects of stakeholder management in projects by providing a summary of various previous related studies and literatures on stakeholder management. The different bodies of literature will be discussed based on their relevance to the study and their contribution in supporting the ideas of the research problems under study.

2.1 Theoretical Review

2.1.1 Projects and its Nature

There are lot of definitions about project by different scholars having almost similar meanings. Amongst the definition given by the project management body of knowledge is the one which is commonly used and cited by various researchers. Projects as defined on PMBOOK, (2013) are a temporary endeavor undertaken to create a unique product, service, or result. And According to Wysocki, (2014) project is a sequence of unique, complex, and with interconnected activities that have one goal or purpose and which must be completed by a specific time, within a given budget, and according to sated specification.

Like most of the organizational effort, one of the major goal of a project is to satisfy a customer's need. And the major characteristics of a project is having an established objective, a defined life span of beginning and an end, which involves several departments and professionals, doing something unique that has never been done before, Specific time, cost, and also performance requirements (Larson, 2011).

2.1.2 Project Management

Project management therefore has come in light of managing projects by applying different knowledge, tools and skills for a better result. It is the planning, organizing, directing, and controlling of resources for a relatively short-term objective that has been established to complete specific goals and objectives (Kerzner, 2009).

It integrates the different management functions of information/communications, contract/procurement, human resources, and risk. Progressively through the project life cycle, with the aim of satisfying the stakeholders and constituents according to the project's established requirements.

Project management is therefore an organized common-sense approach that utilizes the appropriate client involvement in order to meet sponsor needs and deliver expected incremental business value (Wysocki, 2014).

Especially with regard to stakeholders, Project management is about systematically incorporating the voice of the stakeholders, creating a disciplined way of prioritizing effort and resolving tradeoffs, working concurrently on all aspects of the project in multi-functional teams (Alotaibi, 2016). As a result Project management is no longer a special-need management rather it is rapidly becoming a standard way of doing business (Larson, 2011)

2.2 Meaning and Nature of Stakeholders

Various authors' have defined stakeholders in different ways. Larson, (2011) defined Stakeholders as a people and organizations that are actively involved in the project, or whose interests may be positively or negatively affected by the project. Furthermore Gibson, (2000) Describe it as a person or a group of people who have a vested interest in the success of a project and the environment within which the project operates.

One of the pioneer who have done various works related to the concept of stakeholder Freeman, (1984), defined stakeholders as any group or individual who can affect or is affected by the

achievement of the organization's objectives. Here we can understand that stakeholders can either be: internal or external, individuals or groups and with positive or negative impact to the project. In a similar line, Bourne. L, (2005) also defined Stakeholder as an "individual or group who have an interest or some aspect of rights or ownership in the project, can contribute in the form of knowledge or support, or can impact or be impacted by, the project".

As quoted by Bryson, (2004) typical definitions of stakeholder from the public and nonprofit sector literatures include the following variants: All parties who will be affected by or will affect the organization's strategy (Nutt and Backoff 1992). 'Any person group or organization that can place a claim on the organizations attention, resources, or output, or is affected by that output' (Bryson 1995: 27). 'People or small groups with the power to respond to, negotiate with, and change the strategic future of the organization' (Eden and Ackermann 1998). Those individuals or groups who depend on the organization to fulfill their own goals and on whom, in turn, the organization depends' (Johnson and Scholes 2002). These sample definitions from the public and nonprofit management literatures differ in how inclusive they are.

2.3 Stakeholders Management

The management of project stakeholders, for Cleland, (2002) means, explicitly describing project in terms of the individual and institutions who share a stake or an interest in the project. Thus, all members of the project from team members to subcontractors, suppliers to customers are invariably relevant. The impact of project decision on all of them must be considered in any rational approach to the management of a project. But management must also consider other stakeholders. These stakeholders are outside the authority of the project manager and often present serious management problems and challenges.

Therefore the process of managing project stakeholders involves the necessary activities to identify the persons, groups or organizations likely to affect the project or to be affected by it, to analyze the expectations of the stakeholders and their impact on the project, and also to develop appropriate management strategies to effectively mobilize stakeholders by involving them in project decisions and implementation (RIAHI, 2017).

Managing Stakeholders in a project should involve greater understanding of the behavior of all our stakeholders during the life of the project, with the aim of performing actions that meet their expectations. There are often many stakeholders in a project and dissatisfied or disillusioned stakeholders whom can cause a project to fail. Therefore managing stakeholder expectations and perceptions is about generating consensus and harmony between the different views and beliefs held by all the stakeholders of the project (Gardner, 2005). The ignorance or poor management of stakeholder is one of the major reason responsible for project failure (Rajablu, 2015).

Since the aim of project stakeholder management is to increase the likelihood of project success, the management process should consists of all the purposeful activities carried out in connection to the project stakeholders that would enhance project success. It should also enable and encourage the project stakeholders to contribute when and how we need them (Eskerod, 2016).

2.4 Stakeholder Classification

Stakeholders must be prioritized in terms of their relative importance to the project and resources committed to ensuring adequate and timely consultation, communication, and involvement. Thus to facilitate the task of prioritization stakeholders can be classified and reclassified in multiple ways so as to help the project leadership team understand the needs and expectation of each stakeholder group and to developed strategies to manage these needs on the basis of stakeholder group (Lutchman, 2011).

Based on their Stake to the project stakeholders can be classified in to:

- **Primary Stakeholders:** are those persons or groups on the project team who have a contractual or legal obligation to the project team and have the responsibility and authority to manage and commit resources according to schedule, cost, and technical performance objectives.
- **Secondary Stakeholders:** are those who have no formal contractual relationship to the project but can have a strong interest in what is going on regarding the project (Lauren Minning, 2019):



Figure 2.5 Primary and Secondary Stakeholders

Source: (UNEP, 2005)

Based on their Participation in the project:

- **Internal Stakeholders:** Those who are directly implementing the project and they exist inside the project
- **External Stakeholders:** those who have interest to the project but does not have direct affiliation

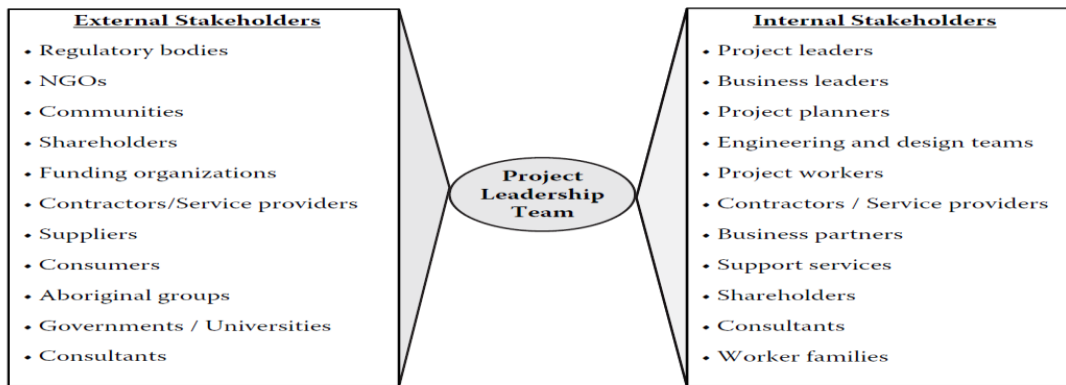


Figure 2: Classification of stakeholder Groups

Source: (Lutchman, 2011).

Based on their level of participation stakeholders can be also classified in to:

- **Direct stakeholders:** Those who involved with the day today activities of the project
- **Indirect Stakeholders:** Those who does not involve on the day today activities of the project and mostly interested in the final output of the project

2.5 Importance of Stakeholder Management

Project Stakeholder Management has a lot of benefits to the success of the project. With regard to the type of management approach it encourage the use of proactive project management for curtailing stakeholder activities that might adversely affect the project and facilitates the project team's ability to take advantage of opportunities to encourage stakeholder support of project purposes (Cleland, 2002).

Karlsen, (2002) also Advances the four reasons for employing a stakeholder management process. The first is it help to be acquainted with the project's stakeholders; the second one is it help to ensure the balance between contribution and reward in the relationship with stakeholders; the third is, to helping in better planning and defining how to manage stakeholder concerns; and last but not the least, to set a basis for deciding which stakeholders are to be involved in determining the project goals and the measurement of success. A stakeholder management process as well is necessary to determine the different reactions that various stakeholders have to project decisions (Ezekiel, 2010).

Stakeholder management can also help us to understand our stakeholders in a better way and can insure ownership and buy-in by all stakeholders which is one of the critical for the success of the project. In the process of Stakeholder management the objectives of the project will be clearly defined and communicated in a manner that allows stakeholder buy-in for maximum contribution to the project. Hence Full understanding of the impact of individual contribution to the overall project maintains high motivation and retention of personnel. Ownership resides among all of the stakeholder groups and slides along a continuum as the project transitions through the various phases of the project cycle (Lutchman, 2011).

2.6 Stakeholder Management Process

According to Project Management Body of Knowledge 2013 Project Stakeholder Management processes includes the following activities: Identify Stakeholders, Plan Stakeholder Management

Plan, Manage Stakeholder Engagement, and Finally Control Stakeholder Engagement. These processes interact with each other and also with other knowledge areas.

2.6.1 Identification of Stakeholders

The first step in the process of stakeholder engagement is stakeholder Identification which is determining who our project stakeholders are, and their key groupings and sub-groupings (IFC, 2007).

This process consists of identifying the persons, groups or organizations that may affect a decision, or be affected by a project activity, or its final outcome. It also analyzes and documents relevant information about stakeholder interests, participation, interdependencies, influence and potential impact on the success of the project.

The identification of stakeholders is based on data from: The project charter, procurement documents, Environmental factors of the business and Organizational assets (RIahi, 2017). It is the process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success. The key benefit of this process is that it enables the project team to identify the appropriate focus for engagement of each stakeholder or group of stakeholders. And it needs to be performed periodically throughout the project as needed (PMBOK, 2017).

The different dimensions that we should be consider when identifying stakeholders are;

Responsibility: people to whom you have, or in the future may have, legal, financial and operational responsibilities enshrined in regulations, contracts, policies or codes of practice.

Influence: people who are, or in future may be, able to influence the ability of your organization to meet its goals – whether their actions are likely to drive or impede your performance. These can include those with informal influence and those with formal decision making power.

Proximity: the people that your organization interacts with most, including internal stakeholders, those with longstanding relationships, those you depend on in your day-to-day operations, and those living next to your production sites.

Dependency: the people that are most dependent on your organization, for example employees and their families, customers who are dependent on your products for their safety, livelihood, health or welfare or suppliers for whom you are a dominant customer.

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).

2.6.2 Stakeholder Analysis

There are numerous reasons why stakeholder analysis is important. The first one is stakeholder analysis helps the project team to identify the interests of all stakeholders and potential conflicts that may jeopardize the project, second it enables an organization to identify opportunities and relationship that are critical in the implementation process. Third guides the project team on the appropriate strategies and approaches for effective stakeholder management (Rajeshwar, 2015). Due to increasingly interconnected nature of the world the stakeholder analyses are becoming more important than ever then figuring out what the problem is and what solutions might work are important (Bryson J. M., 2003).

Governmental and nonprofit reforms across the world are also prompting the need for more attention to stakeholder analyses. And it is hard to imagine effectively managing relationships without making use of carefully done stakeholder analyses (Bryson, 2004)

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 deciding who should be involved, how, and when in doing stakeholder analyses is a key strategic choice, one in which both the devil and the angels are in the details (Bryson J. M., 2003). Stakeholder analysis generally the following: First Identify all potential project stakeholders and relevant information, Second Analyze the potential impact or support each stakeholder could generate, and classify them so as to define an approach strategy, Third Assess how key

stakeholders are likely to react or respond in various situations, in order to plan how to influence them to enhance their support and mitigate potential negative impacts (PMBOOK, 2013)

There are multiple classification models used for stakeholders analysis:

- I. Power/interest grid: grouping the stakeholders based on their level of authority (“power”) and their level or concern (“interest”) regarding the project outcomes;
- II. **Figure 4: Power/Interest Matrix**

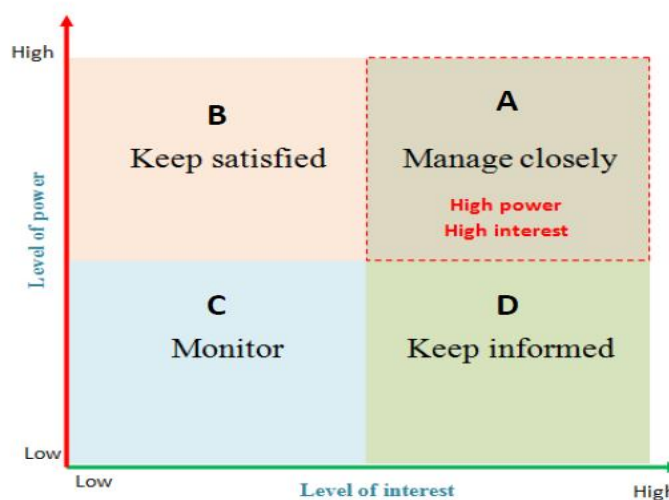


Figure 4: Power/Interest Matrix

Source: (RIahi, 2017)

Gardiner, (2005) further elaborated the meaning and response mechanisms of each combinations of Power/Interest grid. He said doing so will help us to determine the best strategy for managing stakeholder expectations.

This Interest-based analysis and mapping can help clarify the motivations of different actors and the ways in which they might be able to influence the project (IFC, 2007).

- III. The Second is Power/influence grid: grouping the stakeholders based on their level of authority (“power”) and their active involvement (“influence”) in the project;
- IV. The Third is Influence/impact grid: grouping the stakeholders based on their active involvement (“influence”) in the project and their ability to effect changes to the project’s planning or execution (“impact”); and

V. Salience model: these is other means of describing classes of stakeholders based on their power (ability to impose their will), urgency (need for immediate attention), and legitimacy (their involvement is appropriate). According to RIAHI, (2017), this instrument focuses on the different views of the key stakeholder in relation to the objectives of the cooperation. To define a key stakeholder, we will look at the three central decisive functions to have a key position in the context of the project:

- ❖ Legitimacy: Is the appreciation by the other actors that the action of the first actor is desirable or appropriate according to socially constructed norms, values, beliefs and definitions.
- ❖ Power: Is the ability (expressed or potential) of an actor to impose his/her will on others.
- ❖ Urgency: Is the feeling, by the actor himself, that his/her own request is urgent or important.

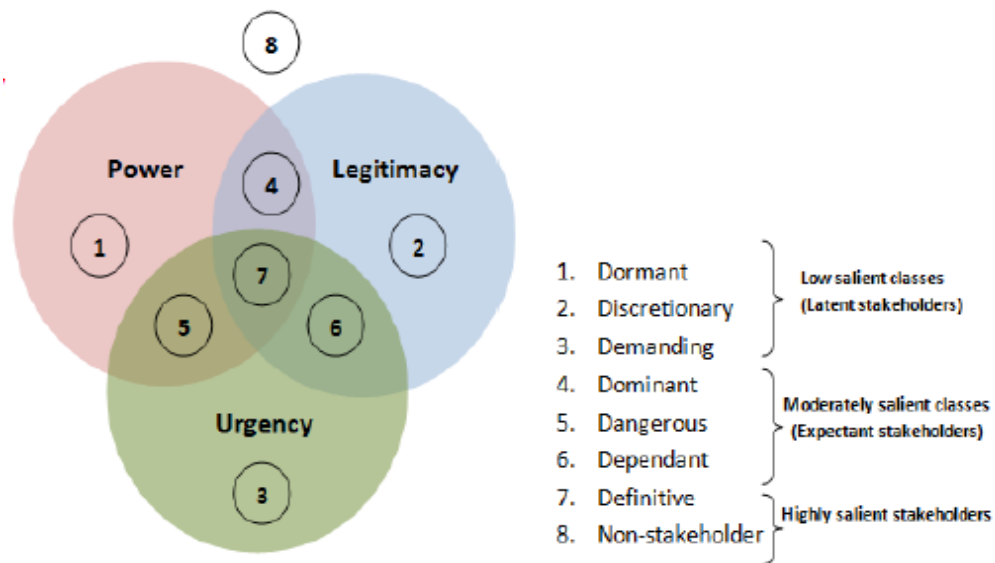


Figure 5: Stakeholder Engagement Assessment matrix

Source: (RIAHI, 2017)

This analysis allows and justifies identification of entities that should be considered stakeholders of the firm, and it also constitutes the set from which managers select those entities they perceive as salient. According to this model, then, entities with no power, legitimacy, or urgency in relation

to the firm are not stakeholders and will be perceived as having no salience by the firm's managers (Mitchell, 1997).

The stakeholder mapping process is significantly impacted by the people participating in the process and could result in different outcomes if the group completing the task is changed. These limitations could mean that the list of identified stakeholders excludes certain key stakeholders or that the characterization of stakeholders is based on past experiences that are not necessarily true for the stakeholder's perceptions and attitudes towards the current project (Wessinger, 2012).

2.6.3 Planning Stakeholder Management

Planning stakeholder management means developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle. Good stakeholder plans come from: an understanding of the interest, motivational factors, and attitudes of stakeholders, and an understanding of their power to influence the project (Sampietro, 2016). Which involves selecting a strategy towards each stakeholder that reflects the needs and constraints of the project and within this strategy relevant tactics and activities based on your stakeholder analysis (Eslerod, 2016).

According to Clelland, (2002) Developing a strategy to manage the stakeholders starts with putting forth a few key questions:

- Who are the project stakeholders- both primary and secondary?
- What stake, right, or claim do they have in the project?
- What opportunities and challenges do the stakeholders pose for the project team?
- What obligations or responsibilities does the project team have toward its stakeholders?
- What are the strengths, weaknesses, and probable strategies that the stakeholders might employ to realize their objectives?
- What resources are at the stakeholders' disposal to implement their strategies?
- Do any of these factors give the stakeholders a distinctly favorable position in influencing the project outcome?
- What strategies should the project team develop and implement to deal with the opportunities and challenges presented by the stakeholders?

- How will the project team know if it is successfully “managing” the project stakeholders?

The project management plan includes stakeholder management plan which consists of identifying the strategies required to effectively manage the engagement of stakeholders. The stakeholder management plan provides: Engagement level of stakeholders, Identified interrelationships between stakeholders, Stakeholder communication requirement during the current project phase, Information that must be sent to all stakeholders (language-format-context...), Time frame required distributing the information (RIAHI, 2017).

2.6.4 Manage Stakeholder Engagement

Manage Stakeholder Engagement is the process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle. The key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders, significantly increasing the chances to achieve project success managing stakeholder engagement helps to increase the probability of project success by ensuring that stakeholders clearly understand the project goals, objectives, benefits, and risks. This enables them to be active supporters of the project and to help guide activities and project decisions. By anticipating people’s reactions to the project, proactive actions can be taken to win support or minimize negative impacts (PMBOOK, 2013).

According to Cleland, (2002) objectives of PSM is to ensure the availability of timely, credible, and comprehensive information of the capabilities and the options open to each stakeholder, continue to identify the probable strategies of the stakeholders, determine how key stakeholders’ strategies might affect current project interests, continuously monitor and provide comprehensive information about probable actions in the project stakeholder environment that might have an impact on the interests of the project, organize the collection, analysis, and dissemination of stakeholder information for the project team.

2.6.5 Control Stakeholders Engagement

Controlling stakeholder engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders. This process is fundamental because team members can appreciate: The existence of stakeholders they were not able to identify; If they underestimated or overestimated the importance of specific stakeholders; If the stakeholder management strategies were appropriate and effective (Sampietro, 2016).

The key benefit of this process is that it will maintain or increase the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes. Stakeholder engagement activities are included in the stakeholder management plan and are executed during the life cycle of the project. Stakeholder engagement should be continuously controlled (PMBOOK, 2013)

2.7 Project Stakeholders Communication

Stakeholder management includes much stakeholder communication. This can be in the form of for example face-to-face communication with each stakeholder individually, mass-communication to a number of stakeholders simultaneously through a project newsletter or a project website, or inviting a stakeholder to a planning workshop or a kick-off meeting (Eskerod, 2016). Communication is an integral element of an effective project management process (Rajeshwar, 2015).

Effective communication is a vital component in the process of building and maintaining relationships, and is essential for maintaining the support and commitment of all stakeholders. 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 stakeholder management plan should include communication decisions on: What is it that you want to communicate about with the stakeholders? Who is going to communicate? How will you reach your stakeholders? When do you need to communicate with which stakeholders? Which are the constraints, if any, for example concerning budget, legislation and contractual agreements? (Eskerod, 2016).

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).

2.8 Ways for effective Stakeholder Engagement

Some of effective Ways for successful stakeholder engagement according to Durham E, (2014) are:

- Engage in dialogue with stakeholders as equals and value their knowledge.
- Give stakeholders the opportunity to help plan their own engagement.
- Remember that not all stakeholders will have the same role or desire to be involved; not every stakeholder needs to be involved all of the time.
- Ensure communications can be easily understood by all stakeholders – do not use complex or technical language unless this is asked for by the stakeholder.
- Tailor engagement to the practical and cultural needs of stakeholders, bringing the project to where they are, at times of the day and year that are suitable for them; where deemed appropriate, consider selecting or splitting groups according to gender or age.
- Do not forget to provide feedback to stakeholders as soon as possible/in a timely manner.
- Think about the long-term impacts of the project, and the potential legacy.
- Assess the success of engagement throughout the research process, share good practice with peers, reflect on whether certain approaches need to be adapted, and assess the implications of any future practice

2.9 Factors for Successful Stakeholder Management

According to the American Project Management Institute (2013), project success can be defined as the completion of a project within a given scope, time, cost, quality, constraints, resources, and risks. The British Association for Project Management (2006) offers a more refined definition of project success by stating that project success is the satisfaction of the needs of the stakeholders and that project success should be measured by a predetermined success criteria that has been agreed prior to the implementation of a project (Yaminy, 2016).

Critical Success Factors are “areas, in which results, if they are satisfactory, will ensure successful competitive performance for the organization” Yang *et al*, (2009) cited Rockart, (1979). Yang *et al*. (2009) have used the most important factors affecting stakeholder management as a means to improve the performance of the management process. Saraph *et al*. (1989) viewed critical success factors as ‘those critical areas of managerial planning and action that must be practiced in order to achieve effectiveness’. Cleland and Ireland (2007) consider it important that the project team should know whether it is successful in ‘managing’ the project stakeholders (Hammad, 2015).

A comprehensive answer to the question of which factors are critical to project success depends on answering three separate questions: ‘what factors lead to project management success?’, ‘what factors lead to a successful project?’ and ‘What factors lead to consistently successful projects?’ (Selam, (2017) referring to Cook-Davies (2002)).

Enormous studies are conducted by different researchers to identify the critical success factors for effective project as well as stakeholder management. Some of the studies are listed in the empirical review section below. From these different factors the researcher will try to summarize those factors that are to be used for this research purpose. Factors will be selected based on how they are frequently mentioned in majority of the studies as the most critical success factors and also based on their convenience to the study under investigation by taking the different literatures reviewed in to consideration.

2.10 Empirical Review of Literatures

From different related articles and journals which are similar to the topic under study the researcher have tried to review some of them for the purpose of empirical review. One of the Survey conducted among project managers in Norway in 2001 to investigate the management of stakeholders in projects. Total of 78 project managers were sampled to participate in the survey. The study ends be identifying that, the project stakeholders play a major role in project execution. And clients and end users are significantly more important than other stakeholders. Working with these stakeholders is a key to success, since it is the clients who defines and finances the project and the end users who decide the usefulness of the project results. Second, the study shows that stakeholders create both problems and uncertainty regarding project execution. The respondents especially underlined the need for development of strategies and plans.

In 2016 Shazia Nauman conducted a survey in Pakistan aiming to assess the Project Stakeholder Management from a Developing Country Perspective tried to identify several findings. A survey method were used by applying Non probability sampling (convenience sampling): where the respondents were selected at random. The sample was consisted of 133 project managers and key project team members working in construction projects questionnaire was designed using thirteen project stakeholders and fifteen related critical success factors (CSFs) identified from the literature review. The study concluded by identifying the following points: Project Managers should: carryout Profiling of stakeholders for formulation of an effective stakeholder management strategy, assess stakeholder attributes properly to fully understand the dynamics of a project, formulate an effective communication strategy to reduce delays in decision making, minimize the negative impact of factors like causing conflicts among stakeholders, and the project managers also needs to devise effective strategies regarding influence and relationship of stakeholders to amicably manage the stakeholders during the course of project. Similarly this study has also identified “client” and “end user” as the foremost important stakeholder. And finally “Exploring stakeholders’ needs and constraints to projects”, “Keeping and promoting a good relationship by building trust and commitment among stakeholders”, “Communicating with the engaging stakeholders properly and frequently”, and “Formulating a clear statement of project missions”

were critical success factors found as the most critical factor for successful project stakeholder management.

The other one is Berkay Dagli, (2018) who studied the relationship between stakeholders' management and project success. He concluded project stakeholders should always be considered as a bilateral phenomenon, despite the potential threats to the project, project managers should take into account the opportunities that stakeholders could provide, And he also added that whatever strategy is followed, It should not be forgotten that stakeholder management should be included in the project at every phase of the project life cycle.

The study conducted by Charles Amoatey, 2017 identifies the critical success factors (CSFs) for effective project stakeholder management at the local government level in Ghana from the perspectives of various stakeholder groups, namely, clients, consultants, contractors, DPs, NGOs and community members. Study adopted Qualitative approach and utilized a survey method to collect data. Purposive sampling was used in selecting the sample which comprised 120 respondents from different stakeholders mentioned above. Results from the study indicated that the critical factors that contribute to the successful stakeholder management include: communicating with and engaging stakeholders; identifying stakeholders properly; formulating a clear project mission statement, keeping and promoting good relationships; and analyzing stakeholder conflicts and coalitions (Charles Amoatey, 2017).

Another study conducted By Gali A. Zarewa, (2019) about Barriers to Effective Stakeholder Management in the Delivery multifarious projects has come out with identification of various challenges for effective stakeholders' management practice. The study was conducted through literature review, questionnaire survey and Relative Importance Index (RII) method of data analysis. Failure to understand stakeholders' needs and expectations, uncooperative attitude of stakeholders, failure to identify key stakeholders, failure to identify potential conflict areas, project manager's poor knowledge of stakeholder management (SM), late identification of stakeholders, issuance of incorrect information to stakeholders, lack of stakeholder engagement/involvement, conflicts between stakeholders, misunderstanding of roles by stakeholders, lack of fairness and equity for all stakeholders and lack of continuity in SM process were ranked as the ten top barriers

,in descending order, with highest levels of impact against ESM in Multifarious Projects delivery. The study also recommends developing an appropriate strategy for handling stakeholder management in the delivery of MIPs and other projects in view of the identified importance of ESM is of paramount to successful project delivery.

Chapter Three

Research Methodology

3.1 Introduction

This chapter deals with the procedures to be used in conducting the study, by making its focus on research design, research approach, population and sampling technique, research instruments, and data collection, analysis procedures used and finally validity and reliability and ethical consideration of the study

3.2 Research Design:

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. Decisions regarding what, where, when, how much, by what means concerning an inquiry or a research study constitute a research design (Kothary, 2004).

The researcher used a Descriptive research design to conduct the study. Descriptive design is chosen because the researcher assessed the existing practice of stakeholder management in the case of PIE. As Descriptive research studies are concerned with describing the characteristics of a particular individual, or of a group. The major purpose of descriptive research is description of the state of affairs as it exists at present. (Kothary, 2004).

3.2 Research Approach:

The research approach used was is mixed approach of both Qualitative and Quantitative methods. The Qualitative approach is a methods of data collection and analysis that are non-quantitative, aims towards the exploration of social relations, and describe reality as experienced by the

respondents. And the Quantitative approach on the other hand involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion (John Adams, 2007). The combination of both can reduce the limitations of one to the other and will strengthen the methodological triangulation.

As (Creswell, 2009) stated in his book, mixed method approach is more than simply collecting and analyzing both kinds of data: it also involves the use of both approaches in tandem so that the overall strength of the study is greater than either qualitative or quantitative research types alone.

3.3 Description of study area and target population

Plan International is an international, humanitarian, child-centered, development organization, without religious, political or governmental affiliation striving to change the lives of millions of girls and children's. It is working towards the realization of the rights of children, and particularly of girls, adolescent girls and young women in the most marginalized and vulnerable areas of Ethiopia. To realize this PIE has been using its guiding theoretical approach called Child-Centered Community Development (CCCD). The organization works to bring sustainable development in the five portfolio of project areas of ECD, WASH, YEE, Education and Protection (including child marriage and FGM).

The study area of this research was the stakeholder management practice and challenges by focusing only on one of the project area which is WASH project. The rationale behind choosing this project is the requirement of different Stakeholders and high importance of the project to communities as well as the overall organizational goal achievement.

PIE's Wash project is part of the government One WASH national program. The One WASH National Program (OWNP) is a sector wide approach with the broad objectives of achieving water,

sanitation and hygiene results in Ethiopia through official policies, strategies and development plans. It is a flagship Government programme supported by a number of development partners (DPs) and NGOs, in which different actors came together and agreed to address water supply, sanitation and hygiene as an integrated package aimed at achieving the national Growth and Transformation Plan (GTP) targets (Richard Wilson, 2018).

PIE is implementing the project in eight National Regional states: namely Tigray, Afar, Amhara, Oromia, Somali, Benishangul-Gumuz, Southern Nations Nationalities and People Region (SNNPR), and Gambella in collaboration with the different stakeholder groups that includes communities, beneficiaries, Different organs of government offices (that include Water, Health, Education and Finance and Economic development bureaus), Donors, other NGOs, contractors, Suppliers, Consultants, different level of staff members, contract workers e.t.c.

(Mugenda, 2003) Define population as the entire group of individual's, events or objects having a common observable characteristic. On the other hand, he defines target population as that population the being studied, and whose findings are used to generalize to the entire population.

The population of the study needs to be properly defined to avoid any possible ambiguity that may arise on whether a given unit belongs to the population. In addition to this, if a population is not properly defined, a researcher will face a difficulty in knowing what units to consider when selecting the sample. Therefore the target populations of the study will be all WASH project team members and individuals participating in carrying out activities of WASH project. According to the information the researcher got from human resource department of the organization the total number of staffs engaged in the project are 40. These number doesn't include those staffs on the pipeline of recruitment process. As a result all the staffs of the project was considered for the study so as to obtain a holistic and broader view of the research topic.

3.4 Sampling technique and sample size

As it is mentioned above the target population of this study was all the employees of the project and all the 40 staffs are responsible for planning, implementing, coordinating, managing and supporting the overall projects implementation of the project. As a result the target population of the study was 40 respondents in number from which the data was collected.

For the purpose of the study the researcher have used a census survey this is because the total number of target population is small in number. When the universe is a small one, it is no use resorting to a sample survey thus a census was employed. All items in any field of inquiry constitute a 'Universe' or 'Population.' A complete enumeration of all items in the 'population' is known as a census inquiry. 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. (Kothary, 2004).

Census Method is also called a complete enumeration Survey Method used when an effort is made to list all elements in a group and to measure one or more characteristics of those elements. A census can provide detailed information on all or most elements in the population, thereby enabling totals for rare population groups or small geographic areas. The Census method is advantageous for its provision of accuracy as each and every unit of the population is studied before drawing any conclusions of the research (Lavarakas, 2008).

3.5 Data collection- source, types, and instruments

The researcher used both primary and secondary data collection methods to achieve the intended research objectives. For primary, questionnaires was distributed to all the project staffs and semi-structured interviews with key informants was taken and secondary data was collected by

reviewing related books, articles, journals and any relevant document and publication available in the organization as well as other sources was considered for the study.

3.6 Data analysis Method

Transforming the raw data into information that can be useful and meaningful for the purpose of the study is required, as a result the data's was presented in a manageable form, thus creating summaries and categories and applying Statistical inferences. As a result the data collected was coded, classified and categorized into manageable and analyzable form.

The researcher adopted the questions from another research work by Zekarias (2017) Assessment of practices and challenges of project stakeholder management: the case of Mission for Community Development Program (MCDP) Projects. A Research Project submitted to Addis Ababa University.

The Likert scale data's were also collected using a questionnaire partly developed from a previously tested work of Bal (2014), Stakeholder Engagement and Sustainability-Related Project Performance in Construction. A thesis submitted in partial fulfilment of the requirements of Liverpool John Moores University for the degree of Doctor of Philosophy. The researcher have also tried to incorporate the comments given by the advisor in conducting the study.

The quantitative aspect of the data was analyzed using a statistical software called SPSS statistical package. Depending on the nature of the questions asked different techniques of descriptive statistics analysis such as frequencies, mean, percentages, and Standard deviation was used. In addition to these the qualitative aspect was analyzed and interpreted by way of transcription as well as logical and deductive narratives. And the analyzed data was presented in the form of tables, Graphs and charts in a way which gives much understanding to the data being analyzed.

3.7 Reliability and validity

So as to maintain the quality of the research and make it reliable to all concerned, the researcher gives due consideration to the Validity and Reliability issues of overall the research process which includes the data as well as research contribution. As a result the researcher have used a combination of data gathering techniques that include questionnaire, Interview and reviewing of secondary documents. As a result, the triangulation of data collection method is from ethical perspective and so as to confirm the validity of all the process involved. At the same time triangulation increases the reliability of the data and the gathering process too. Furthermore the researcher conducted Cronbach's Alpha test to examine the reliability of the questionnaire which resulted 0.71 which is considered acceptable.

3.7 Ethical Consideration

Ethical standards were adhered in so as to prevent against the fabrication or falsifying of data and therefore, promote the pursuit of knowledge and truth which is the primary goal of the research. And the researcher also followed the acceptable guidelines for the issues such as human rights, animal welfare, compliance with the law, conflicts of interest, safety, health standards and so on. Ethical behavior was also implemented in citing other researcher's works for relevant literatures shared. As handling of these ethical issues greatly impact the integrity of the research project.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter will discuss about the data gathered from respondents, and the analysis and interpretations and the results that have been identified based on a total of 41 questionnaires collected from the team members' project. It will have different sections where Section one will be dealing about demographic characteristics of the respondents, section two will be about the analysis, presentation and interpretation of data's.

The purpose of these study is to assess the stakeholder management practice of PIE and identifying the challenges that are facing the organization in the course of implementing its projects by making its focus on WASH project. The research adopted a census approach and the target population were 40 project team members and the questionnaire were sent to all of them through their email address and out of them 37 respondents have filled and submitted the questionnaires which represents about 92.5% response rate. On the questionnaire the researcher disclosed that, the information's given by respondents will be kept confidential to any third party: as a result, the questionnaire was anonymously completed to ensure privacy. In this way no filled out questionnaire could be linked to any specific project team member. The analysis of the data from the questionnaire is carried out by using a SPSS version 20 statistical package.

The results of the study is also supported by a semi structured Interviews held with the key staff members of the project, and also the relevant project and other documents reviewed. This provides the researcher an in-depth look at the different aspects of the research under study from the point of view of addressing the research objectives.

4.2 Demographic characteristics

The researcher have collected the data and sub-divided it in to several parts according to the demographic information collected from the respondents. The researcher have tried to group the responses through tabulation forma so as to help compare the data across multiple demographic characteristics that includes: sex, age, academic qualification, their current position in the organization and their work experience under project setup.

Table 4.2.1 Demographic characteristics of respondents

Gender:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	6	16.2	16.2	16.2
	Male	31	83.8	83.8	100
	Total	37	100	100	
Age:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	2	5.4	5.4	5.4
	31-40	22	59.5	59.5	64.9
	41-50	11	29.7	29.7	94.6
	Above 50	2	5.4	5.4	100
	Total	37	100	100	
Educational Level:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA/ BSc	7	18.9	18.9	18.9
	MA/Msc and above	30	81.1	81.1	100
	Total	37	100	100	
Year of experience in project work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	3	8.1	8.1	8.1
	11-15 years	7	18.9	18.9	27
	15 years and above	6	16.2	16.2	43.2
	6-10 years	21	56.8	56.8	100
	Total	37	100	100	

Source: Own Survey data 2020

The researcher doesn't want to add more personal questions by understanding that the respondents could become concerned or unwilling to proceed through the questionnaire because of getting discouraged by such type of questions. Furthermore, they might feel that their confidentiality could be compromised, and some of them may perceive the questions as an invasion to their privacy.

4.2.1 Gender

The above Table 4.2.1 shows that there is much domination of men compared to that of women. From the total of 37 respondents who completed and returned the questionnaire 31 of them are men whereas 6 of them are women which is 16.2 % and 83.8 % of the respondents. Understanding the research was undertaken by adopting census we can understand that men has more representation than that of women. Though the researcher couldn't have more information about the reason why males are dominating over women's, considering the social, political and economic factors women's are still less represented. Plan International Ethiopia as an organization working mainly on empowerment of women's and gender equality the organization has a lot to do with this regard specially in creating an enabling environment where by women's have equal opportunity and access for job opportunities to that of men.

4.2.3 Age

Age is one of the major demographic characteristics that more information related to the respondents can be inferred. For example Young age can be characterized by energetic and optimistic views whereas old age tells the level of maturity.

From table we can see that from the 37 project staffs 2 or 5.4%% of them are 20-30 years old, 22 or 59.5% of the respondents are 31-40 years old, 11 or 29.7% of them are within 41-50 years old category and finally 2 or 5.4% of them are aged above 50 years. This indicates that majority of the respondents are in the middle age categories which indicates the level of maturity and understanding of individuals in that sense age is more important to examine and give appropriate responses.

4.2.4. Educational Level

Level of education is also one of the most key characteristics that could affect the person's attitudes and way of observing and understanding of the different phenomena's. As a result, the response of an individual is probable to be affected by her/his educational status and accordingly it becomes essential to know the educational background of the respondents.

As a result as we can see from table 4.2.1 above, 7 or 18.9% of them are BA/BSC holders and 30 or 81.1% of them are Ma/Msc and or above holders. Which can be concluded that most of the staffs of the project are having good educational qualification and as a result it is believed that they are in a better position to read and understand the questions they are asked which will intern improve the data quality and the response rate.

4.2.5 Work experience

The level of year of work experience especially on a project works setup has a direct implication on the performance of the project. This is due to the fact that people will get lessons learned from their previous projects and they will have a room to apply it to their current project.

The above table shows 3 or 8.1% of the respondents have 0-5 years of project work experience, 21 or 56.8% of the respondents have 6-10 years of project work experience, 7 or 18.9% of the respondents have 11-15 years of project work experience and finally 6 or 16.2% of the respondents have greater than 15 years of the respondents have had project work experience. From the data we can understand that most of the project team members has more than 5 years of project related work experience which is very good for the proper implementation as well as better performance of the project other things remain constant.

4.2.6 Position

When we see the level of working position of the respondents, the 37 respondents are comprised of 1 Grant Finance and compliance coordinator, 1 Grants Manager, 1 Procurement Coordinator, 1 Program Coordinator, 4 program Managers, 11 Project Coordinators, 8 project team members, 9, technical specialist and 1 overall project lead staff.

The level of position of the people within their organization has its own implication specially related to the decision making power. Therefore the more the people are on the top positions the more likely they can make critical decisions regarding the project.

4.3 Stakeholders Identification Classification and Relevance

The researcher tried to look at the stakeholder management process of the project: the stakeholder identification, the stakeholder analysis, the communication process and also the critical success as well as challenging factors for the better implementation of project stakeholder management.

4.3.1 Stakeholder Identification process

The stakeholder identification techniques used by the project team members is indicated here bellow.

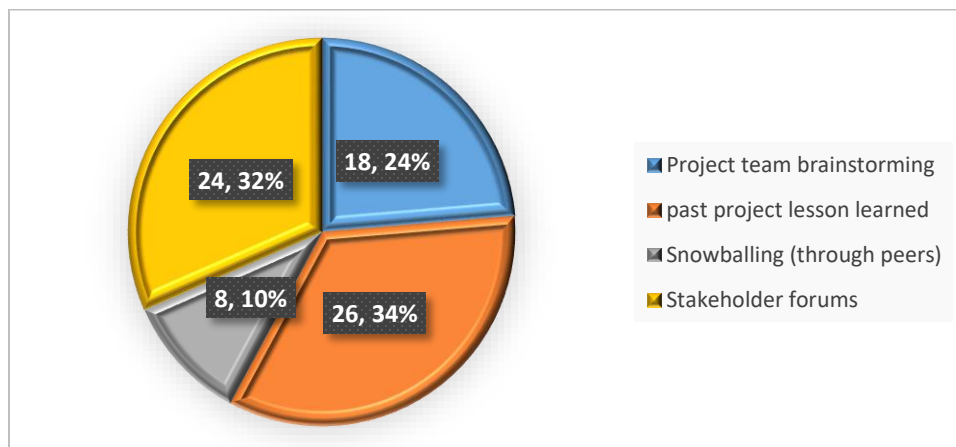


Figure 4.3.1 Stakeholder Identification technique

Source: Own Survey data 2020

As shown in the above Figur 4.3.1, from the different stakeholders identification options provided the project team members selected Past project lessons learned, and Stakeholders forum as a means to identify stakeholders with 26 or 34% and 24 or 32% response rate respectively.

The project team members responded that they are using a combination techniques so as to help them identify stakeholders of the project. Respondents were asked to tick on any of the checkbox they think they are using to identify stakeholders, based on their response Stakeholders forum, past project lessons learned, and Project team brainstorming are the combinations that is used by most of the project team members.

4.3.2 Basis for Stakeholder Identification

The basis for stakeholder identification used by the project is of different criteria's as it is depicted in the next figure.

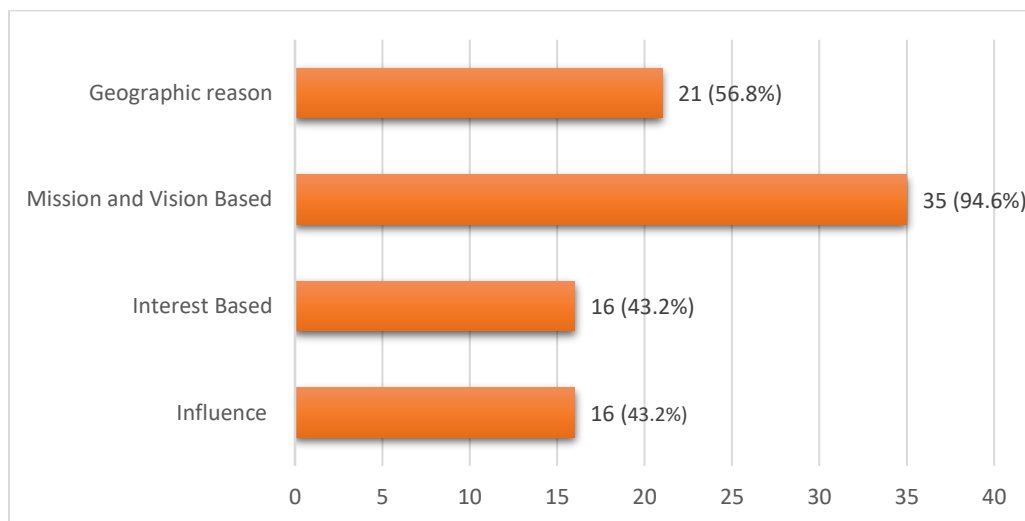


Figure 4.3.2 Basis of Stakeholder Identification

Source: Own Survey data 2020

As we can understand from figure 4.2, the mission and vision based approach is the most dominant of the basis used whereby 35 or 94.6% of represents have reported they are using this technique. The second used basis is Geographic reason whereby 21 or 56.8% of respondents chosen and finally Interest based and Influence are used equally be the project team members. As a result

though mission and vision based approach is the most used one the project team members used a combination of basis so as to identify their stakeholders.

4.3.3 Stage of Stakeholder Identification

The timing of the stakeholder's identification is one of very important factor in the stakeholder management process. Though the first step in the process of stakeholder engagement is identification of stakeholder which involves determining who our project stakeholders are, and their key groupings and sub-groupings (IFC, 2007), the activity should continue through out the project as the invironment the projects are operating is dinamic there could be a shift in the interest and power of stakeholders.

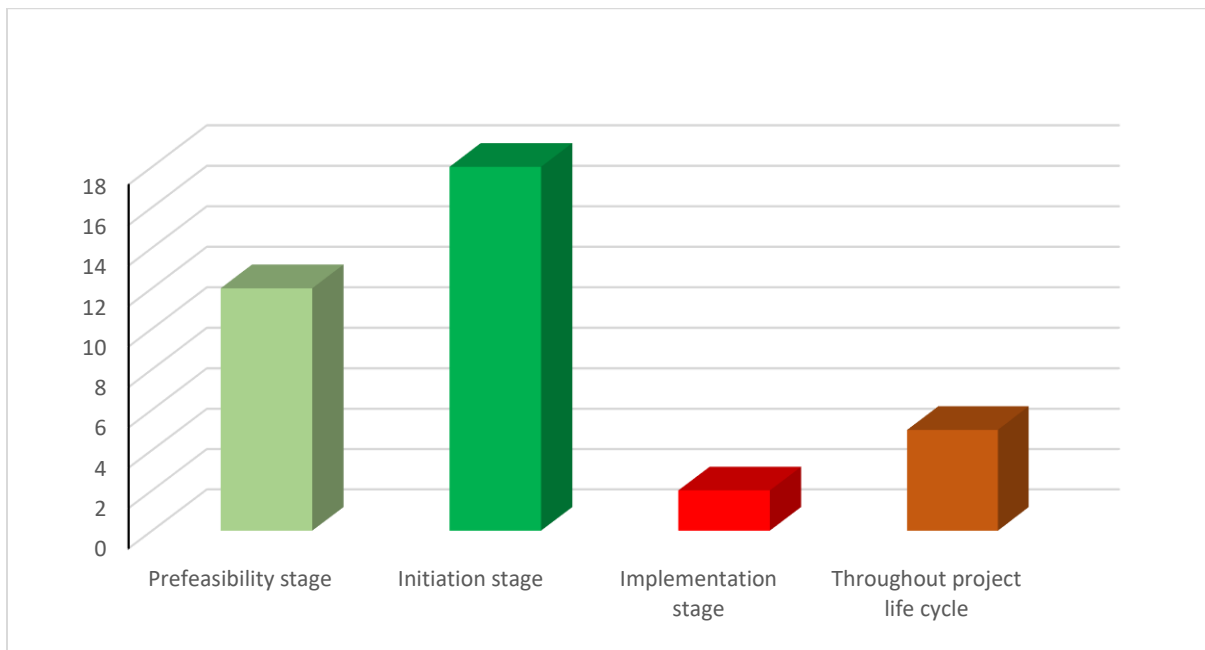


Figure 4.3.3 Timing of Stakeholder Identification

Source: Own Survey data 2020

According to the figure above the timing of stakeholders are identified for the project is at the initiation and prefeasibility stages of the project which is supported by 18 or 48.6% and 12 or 32.4% of respondents. Whereby 2 or 5.4% of respondents said that they are identifying their stakeholders at implementation stage of the project where 5 or 5.4% of respondents mentioned

that stakeholders identification is delt throughout the project life cycle. From here we can understand that the project team members are identifying their stakeholders at the early stage of the project.

4.3.4 Factors for determining key stakeholders

Figur 4.3.4 bellow shows the factors that are used by the respondents for determinig whether a given stakeholders can be cathegorised as key or not.

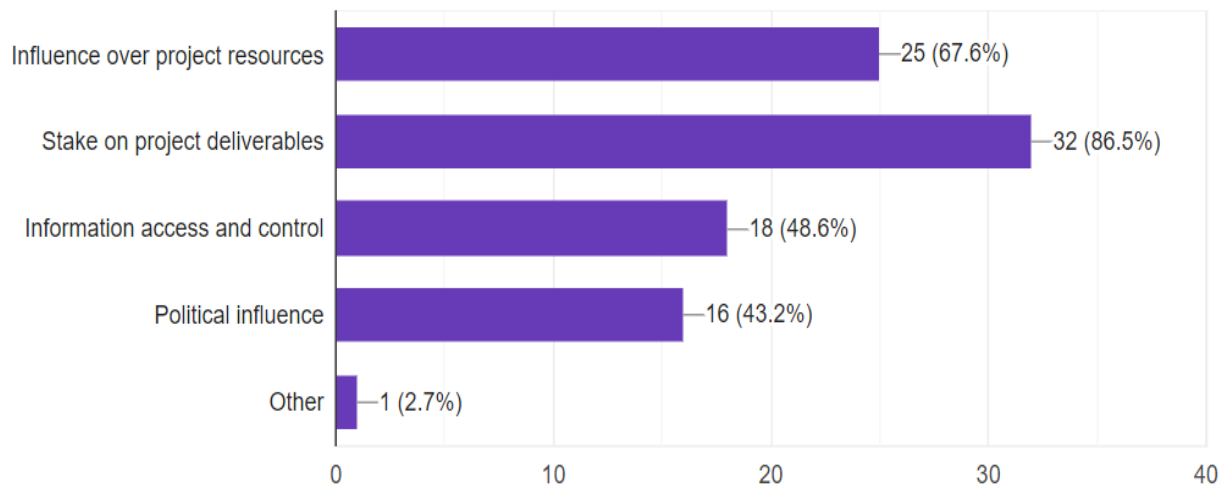


Figure 4.3.4 Factors for determining key Stakeholder

Source: Own Survey data 2020

As shown in the above table majority of respondents (32 or 86.5%) stated that the stakes the project Stakeholders have on the project deliveables is the major determining factor for categorizing a given stakeholder as key or not to the project, 25 or 67.6% of respondents stated the influence that the stakeholders have over project resources as a second determinant factor. potential of stakeholders through information access and contro and political influence over the project had been rated third ad forth by 18 or 48.2% and 16 or 43.2% of respondents. Interest from donor organization/s was mensioned as extra factor by one of the respondent but this can be cathegorised under the influence over project resource cathegory since donors are one of the stakeholder with financial resource requirments of the project.

Determining and understanding stakeholder as key based on different attributes the stakeholders had is very important specially when dealing with multi stakeholder projects. this is due to the fact that the varying nature of stakeholders interms of interest as well as their power over the project will dectate the project team members to critically understand those factors to be used to cathegorise the stakeholders into a given determined group. So that any upcomming or discovered stakeholders with that attribute can be cathegorised in to a stakeholder group requiring high, middle or low level of attention.

4.4 Stakeholder Analysis

After Identifying stakeholders of the project the next activity to be dealt with is activity related with the Stakeholder analysis. this is an activity that helps the project team to identify the interests of all stakeholders and potential conflicts that may jeopardize the project, it enables an organization to identify opportunities and relationship that are critical in the implementation process and it also guides the project team on the appropriate strategies and approaches for effective stakeholder management (Bryson J. M., 2003).

4.4.1 Relevance of Stakeholder analysis

With respect to the relevance of conducting stakeholder analysis 100% of the project personnel agreed that it is a necessary activity in project management.

Table 4.4.1 Relevance of stakeholder analysis

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	37	100.0	100.0	100.0

Source: Own Survey data 2020

The bellow table 4.4.2 contains questions and responses related to the project team members understanding about the different aspects of stakeholder analysis as well as their engagement

related to this activities. Since there was no any respondent that goes for strongly disagree the option is eliminated from the table for the sake of managing space.

Table 4.4.2 Stakeholder analysis

Questions	N	Response options				Mean	Std. Deviation
		Strongly Agree	Agree	Neural	Diss-agree		
I prioritize stakeholders according to their responsibilities to the project	37	21 (56.8%)	13 (35.2%)	1 (2.7%)	2 (5.4%)	4.43	.801
I prioritize stakeholders according to how urgent they see the project interest in?	37	6 (16.2%)	22 (59.5)	6 (16.2%)	3 (8.1%)	3.84	.800
I prioritize stakeholders according to their power to influence the project outcome?	37	20 (54.1%)	15 (40.5%)	1 (2.7%)	1 (2.7%)	4.46	.691
Internal Stakeholders are prioritized above external stakeholders?	37	2 (5.4%)	9 (24.3%)	15 (40.5)	11 (29.7%)	3.05	.880
Stakeholder analysis helps to evaluate different stakeholders' power?	37	17 (45.9%)	17 (45.9%)	3 (8.1%)	-	4.38	.639
Stakeholder analysis is useful to ensure the quality of the decision-making processes?	37	20 (54.2%)	16 (43.2%)	1 (2.7%)	-	4.49	.651
Stakeholder analysis is an activity I undertake as part of my project management processes?	37	18 (48.6%)	10 (27%)	4 (10.8%)	5 (13.5%)	4.11	1.075
The project manager and the sponsor are the people who do the stakeholder analysis?	37	6 (16.2%)	12 (32.4%)	10 (27%)	9 (24.3%)	3.41	1.040

Source: Own Survey data 2020

As we can understand from the above table, the project team members prioritize their stakeholders with regard to their responsibilities as well as the power they had on the project. But the urgency in the different interest of these stakeholders is not given of due attention by the respondents.

The level of attention given for internal and external stakeholders by the project team members is almost equal which means the different interests and inquiries of both internal as well as external stakeholders will be dealt in a similar fission for these two group of stakeholders.

This Is in line with the recommendation given by (Cleland, 2002) who said all members of the project from team members to subcontractors, suppliers to customers are invariably relevant to the project as a result the impact of project decision on all of them must be considered in any rational approach to the management of a project.

The project team members believe that conducting a stakeholder analysis can ensure the quality of decision making process. But with respect to their involvement in doing activities related with stakeholder analysis in their project, more than 20% of respondents have indicated that, they doesn't exercise the stakeholder analysis as part of their project management process and furthermore they have no clear understanding about who is doing these activity in the project.

Furthermore as the researcher understood from the interviews conducted with key project personnel the understanding of project team members about the importance of stakeholder's management specifically stakeholder analysis is poor. They also had not been given with proper trainings that would help them understand the importance of the activity for better result in the project.

(Eskerod, 2016) recommend to involve the members of the project organization, for example the project owner or the project team members, in the analysis process so that a common understanding of the project stakeholders can be established.

With regard to the timing by which the stakeholder analysis is conducted 26 or 70% of the respondents have indicated that they do the stakeholder analysis at the initiation stage of the project, whereas 9 or 24% of the respondents said they are doing on ongoing basis, the remaining 2 or 6% of the respondents said implementation stage of the project. The figure that shows the timing by which of stakeholder analysis conducted by the project team members is indicated here bellow.

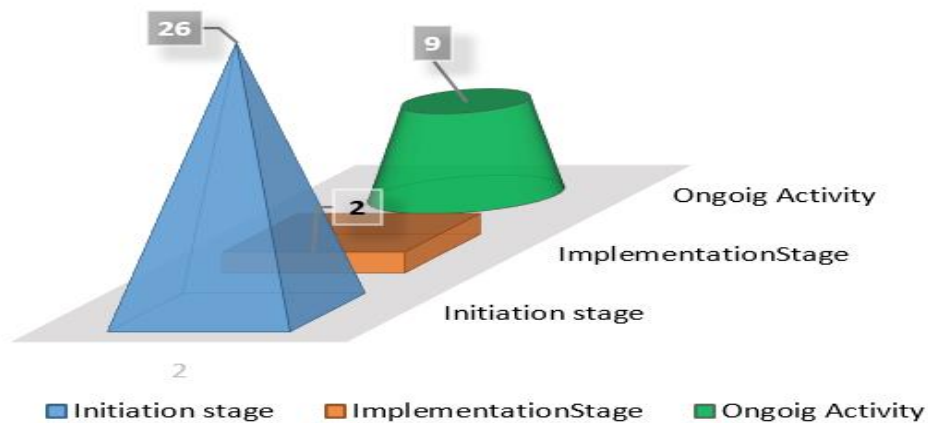


Figure 4.4.1 Timing for conducting stakeholder analysis

Source: Own Survey data 2020

The results from the stakeholder analysis lay the ground for planning well thought activities in connection with each group of project stakeholders. Therefore, analysis does not precede activities; instead stakeholder analysis and stakeholder activities are intertwined. This means that you should not limit project stakeholder analysis simply to the project formation phase. Rather, stakeholder analyses should be carried out several times along the project course in order to incorporate potential changes (Eskerod, 2016).

4.5 Stakeholder Engagement, Time of Engagement and Communication

4.5.1 Operational definition of Stakeholders Engagement

Understanding of the respondents regarding the operational definition given for the stakeholder engagement is important as it help to know how the concept has been commonly understood by the project team members.

Table 4.5.1 Operational definition 5of Stakeholder engagement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A two-way dialogue process between project management and stakeholders	13	36%	36%	36%
	An event to let Stakeholders know what is/should be expected from and by them	6	17%	17%	17%
	Process of working with stakeholders	17	47%	47%	47%
	Total	36	100%	100%	100%

Source: Own Survey data 2020

As shown in the above table the majority, 17 or 47% of understood stakeholder’s engagement as a process of working with stakeholders, whereas 13 or 36% of them understood as a two-way dialogue process between project management and stakeholders and 6 or 17% of them said it is an event to let stakeholders know what is/should be expected from and by them is the operational definition given by them. Furthermore one of the respondent have also stated as it is a process in which implementing actors are engaged in overall Project cycle Management process.

4.5.2 Contribution of stakeholders’ engagement to the project

The respondents were asked to give their view about the benefit they sought from engaging stakeholders in their project and they are presented as follow: Engaging stakeholders is important since it will smoothen the implementation of project as it can facilitate the different issues when the project requires to do so: It Improves the quality of project implementation: it enhances program implementation: avoids unnecessary conflicts, saves resources by minimizing duplication of efforts so it will enhance synergy: it is very important to contribute expertise and resources for the successful management of a project: it enhances mutual contribution to realize the objectives: It helps in getting precious experience from others which has the advantage of saving time and resource at the same time hence, we can better deliver our project objectives through engagement of all concerned at the right moment with full focus & intention: It is important to

sustain and effective implementation of the project: to maintain the quality of project delivery and to meet the overall project outcome/Goal: it will ensure participation and ownership: it will maximize the outcomes of the project: It is useful to identify key stakeholders of the project and helps to share resources among stakeholders: it will create clarity and shared objectives amongst the stakeholders and It brings different expertise together to co-create solutions. It is helps to hear the voice of those who will affect or be affected by the outcomes of the project: The stakeholders have a negative and positive influence in any project so stakeholder engagement will help for the sustainability of the project and bring impact driven results at the end of the project: It helps to better understand the different needs and expectations of stake holders. Stakeholder engagement is an input for effectiveness, efficiency and sustainability of the project, creates ownership of the project between the stakeholders, helps for smooth implementation of the project, also helps in finding solutions to the challenges faced, avoids duplication of efforts and resources, and helps to complement each other for a common goal. It also helps to transfer skill and knowledge among stakeholders.

4.5.3 Timing of Stakeholder Engagement

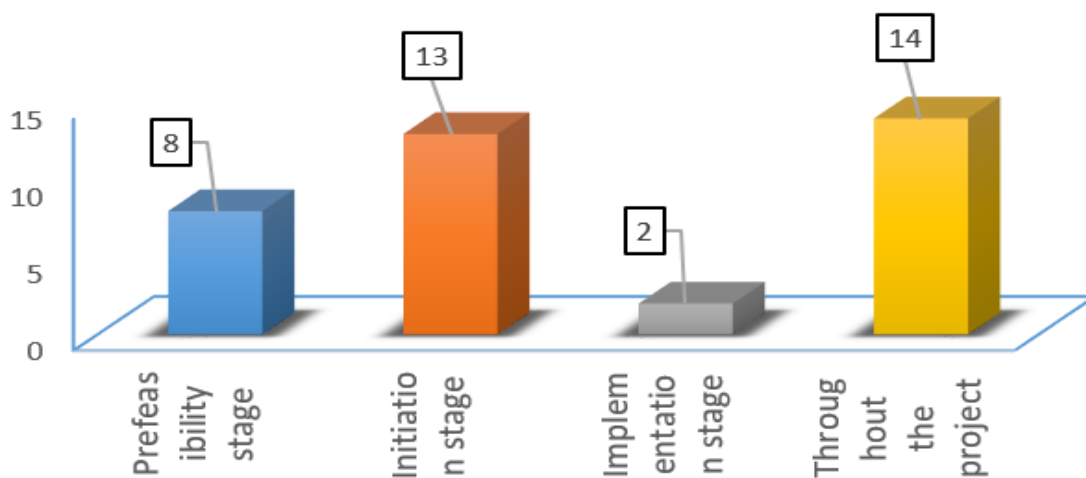


Figure 4.5.3 Timing of stakeholder Engagement

Source: Own Survey data 2020

As shown in the above figure 8 or 22% of respondents stated that they are engaging their at the prefeasibility stage of the project, 13 or 35% of engage the stakeholders at the Initiation stage, 2 or 5% of the respondents engage the stakeholders at implementation stage and 14 or 38% of the respondents stated that they are engaging the stakeholders throughout the project life cycle. Here we can understand that most of the project team members are engaging their stakeholders at the initiation stage and throughout the project life cycle. And as understood from the interviews conducted with key members of the project, engagement of stakeholders in the project is conducted at the initiation stage of the project where by most of the stakeholders come together to discuss about the different aspects of the project and this is where by the roles and responsibilities of the stakeholders will be shared but this is most of the time conducted for formality and ceremonial purpose only this is because after the meeting all those parties are busy with their own respective tasks only. Even though it is believed by the organization that, stakeholders of the project are engaged throughout the different stages of the project, but in practice there are limitations in keeping all stakeholders involved as per the set plans throughout the different stages of the project.

4.5.4 Stakeholders Communication

With regard to communication all project personnel consider it very critical part of their stakeholder management process where by 100% of respondents agreed so. And the methods used to insure it is through different means of communication stated here bellow.

From table 4.5.4 bellow we can understand that most of the respondents uses a combination of techniques to insure communication with the stakeholders of the project. The most used combination is Face to Face Meetings, Reporting, Telephone, and E-mail which is used by around 75% of project team members. In addition to these combination Video Conferencing is also used by around 45% of the respondents in combination with the previously listed methods. Therefor we can understand that the project team members uses a combination of Face to Face Meetings, Reporting, Telephone, E-mail and Video Conferencing techniques so as to run the day to day communication process of the project.

The results are supported by (Chinyo and Akintoye's, 2008). In order to have effective communication utilizing various means of communication is suggested as a way to enhances stakeholder engagement.

Table 4.5.4 Means of communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Face to Face Meetings; Reporting	2	5.4	5.4	5.4
	Face to Face Meetings; Reporting; E-mail	1	2.7	2.7	8.1
	Face to Face Meetings; Reporting; Telephone	3	8.1	8.1	16.2
	Face to Face Meetings; Reporting; Telephone; E-mail	12	32.4	32.4	48.6
	Face to Face Meetings; Reporting; Telephone; E-mail; Video Conferencing	16	43.2	43.2	91.9
	Face to Face Meetings; Reporting; Video Conferencing	1	2.7	2.7	94.6
	Face to Face Meetings; Telephone; E-mail; Video Conferencing; Other	1	2.7	2.7	97.3
	Reporting; E-mail	1	2.7	2.7	100
Total	37	100	100		

Source: Own Survey data 2020

Effective communication is a vital component in the process of building and maintaining relationships, and is essential for maintaining the support and commitment of all stakeholders. 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).

4.6 Stakeholder Management practice: Tools and techniques, critical success factors and Challenges

4.6.1 Stakeholder management Tools and Techniques

Regarding the tools and techniques used to manage stakeholders of the project respondents were asked to choose the one they are using. The responses are presented here bellow.

Table 4.6.1 Stakeholders Management Tools and Techniques used

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Combination of all	16	43.2	43.2	43.20
	Project plan; Communication plan; Contracts	5	13.5	13.6	56.80
	Project plan; Contracts	4	10.8	10.8	67.60
	Project plan	4	10.8	10.8	78.40
	Project plan; Communication plan	2	5.4	5.4	83.80
	Communication plan	1	2.7	2.7	86.50
	Communication plan; Requirements Documentation	1	2.7	2.7	89.20
	Project plan; Communication plan; Contracts; Requirements Documentation; Stakeholder Register	1	2.7	2.7	91.90
	Project plan; Communication plan; Requirements Documentation	1	2.7	2.7	94.60
	Project plan; Communication plan; Stakeholder Register	1	2.7	2.7	97.30
	Project plan; Contracts; Requirements Documentation	1	2.7	2.7	100
	Total	37	100	100	

Source: Own Survey data 2020

Table 4.6.1 shows that 16 or 43.2% of the respondents are using a combination of Project plan, Communication plan, Contracts, Requirements Documentation, and Stakeholder Register as a tools and techniques to manage their stakeholders. But among all Project plan, Communication plan and Contracts takes the lion's share in their applicability as tools and techniques for managing the stakeholders by the project team members. As a result developing a comprehensive plans at the birth will be of necessity to tackle some issues that could arise in the course of the project.

In addition to the above ones, the project personnel mentioned:

- Monitoring and Evaluation Plan,
- joint monitoring and supervision,
- monitoring and Supervision report,
- Stakeholder mapping and strategy,
- Risk management plan and analysis:

As additional tools used for managing stakeholders of the project.

4.6.2 Responsible unit for managing Stakeholders

Maintaining a separate unit in the project who will look after the management aspect of stakeholders in the project is an important practice for a better performance and result in projects.

Table 4.6.2 SH management unit, who is managing stakeholders & The need

Separate unit responsible for managing stakeholder?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	8	22	22	22
	No	29	78	78	100
	Total	37	100	100	
Who performs the stakeholder management function?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All Project members	17	56.67	56.67	56.67
	Project Manager	6	20	20	76.67
	Program Manager	4	13.33	13.33	90
	The CLT	3	10	10	100
	Total	30	100	100	
Are you considering having one?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	28	84.85	84.85	84.85
	No	5	15.15	15.15	100
	Total	33	100	100	

Source: Own Survey data 2020

As indicated in Table 4.6.2, 29 or 78% of respondents said there is no a separate unit who will do the task of managing stakeholders and the rest 8 or 22% said there is a unit but its function is limited to partnership management activities. Its main role is identifying and enhancing the role of partners who can implement projects in a sub grantee agreement. Information collected from Interviews also supported the idea of nonexistence of separate unit who manage stakeholders of the project.

As a result the role of understanding what kind of stakeholders are there with in that specific thematic area and managing those stakeholders from the start to end is left for the project team members especially to the project manager. Related to the capacity of the project team members in properly managing stakeholders’ interviewees said that the project staff had not been given with any capacity building training and also there is no clear direction and orientation given to them. They are doing the task by their own initiation supported by their own experiences from previous projects. And finally about 85% of respondents wanted to have the separate unit in the organizational structure whose role is managing stakeholders of the project.

4.6.3 Critical Success factors for successful stakeholder management

Based on the different previous literatures reviewed on topics related to stakeholders management the research also aim to evaluate the most common factors that can enable successful stakeholder management so that these factors can be further promoted or enhanced for better result in projects.

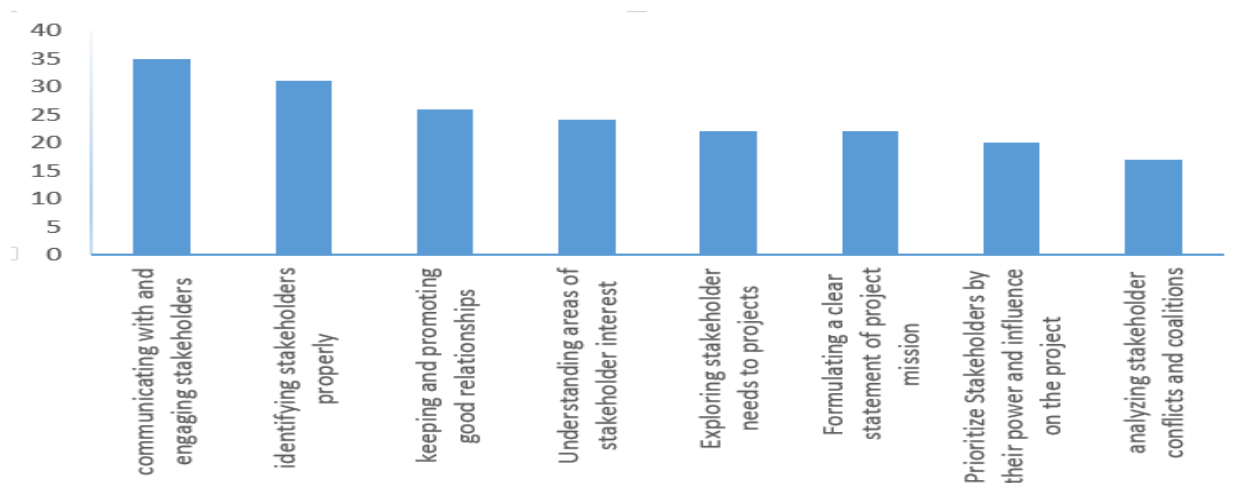


Figure 4.6.3 Critical Success factors for effective stakeholder management

Source: Own Survey data 2020

Figure 4.6.3 shows that communicating with and engaging stakeholders, properly identifying stakeholders of the project and keeping and promoting good relationships are the three most critical success factors for the project with 35, 31 and 26 response rate from the total of 37 respondents. Exploring stakeholder needs to projects and Formulating clear project mission statement have been chosen as fourth and fifth critical success factors for the project. The results are in line with the critical success factors identified by (Charles, 2017) and (Yang et. al, 2010).

4.6.4 Challenges in managing Stakeholder

The respondents were asked to indicate the most challenge factors which hinder the smooth implementation stakeholder management within the project environment. The bellow figure shows the summary of the responses.



Figure 4.6.4 Challenges in Managing Stakeholders

Source: Own Survey data 2020

As can be seen from figure 4.6.4 there are different challenges that the respondents are facing in managing their stakeholders. among them Failure to identify all relevant stakeholders & offering them the level of attention they deserve and Poor engagement of stakeholders or lack of commitment are the major challenges that the project team members are encountered with. In

addition to that, Conflicting requirements of stakeholders or lack of shared perception and Communication gaps (language differences, preference in utilization of communication tools) are weighted equal by the respondents for being a challenge for the project stakeholders' management. The results are in line with the challenges identified by Gali A. Zarewa, (2019).

4.6.5 Practice of Stakeholder Management

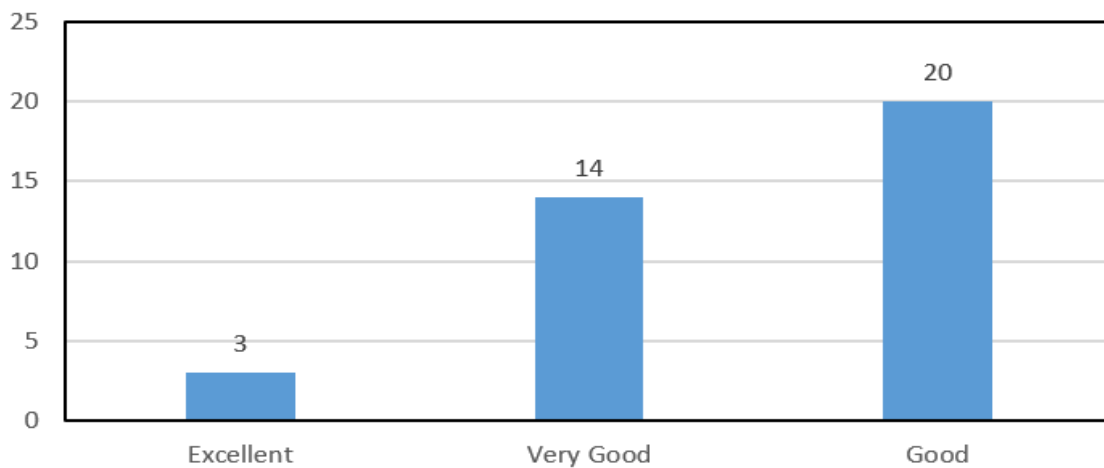


Figure 4.6.5. Rating of the Stakeholder management practice of the project

Source: Own Survey data 2020

Figure 4.6.5 above indicates the overall rating of the stakeholder management practice of the project by the respondents. Majority which 20 or 54% of the respondents rated as Good, 14 or 38% of the respondents stated as Very Good whereas only 3 or 8% of the respondents rated as Excellent. This indicates that the overall stakeholder management practice of the organization is satisfactory.

Chapter Five

Summary of Findings, Conclusion and Recommendation

5.1 Introduction

This chapter will focus on giving the conclusion based on the summary of the findings and gives recommendation to address the challenges identified in the findings. To meet the objectives of the study, the researcher used a descriptive approach with mixed method (Quantitative and Qualitative) to collect data through questionnaire, semi structured interview and document review. This section reports the summary of findings, conclusions and recommendations of the stud.

5.1 Summary of Findings

The below findings show the major gaps on the current practice of stakeholder management done on WASH project that was taken from a questionnaire and semi-structured interview assessments conducted with project personnel by a thematic area.

The project team members uses a combination of techniques to help them identify stakeholders of the project. Stakeholder's forum, past project lessons learned, and Project team brainstorming are the combinations that are used by most of the project team members. The basis of identification used is a combination one but mostly used ones are mission and vision based approach and geographic reasons are the most used ones by the WASH project team members.

Based on the response from the respondents on the relevance of conducting stakeholder analysis 100% of the project personnel agreed that it is a necessary activity in project management. The level of attention given for internal and external stakeholders by the project team members is almost equal. And the project team members prioritize their stakeholders with regard to the responsibilities as well as the power that stakeholders had on the project. And even though they believe that exercising stakeholder analysis as part of the project management process can make a difference in the performance of their project, there are limitations in full engagement of the project

team members in doing a stakeholder analysis in their projects. Furthermore they have no clear understanding about who is doing the stakeholder analysis activity in the project. With regard to the timing where by the stakeholder analysis is conducted, the project does at the initiation stage of the project. More importantly the project team members understanding about the stakeholders' management and specifically on stakeholders' analysis is poor.

The majority of project team members understand stakeholder management as it is a process of working with stakeholders. Some of the respondents also perceive it as, a two-way dialogue process between project management and stakeholders. From this we can understand that there is no common understanding among the project team members about the concept of stakeholder engagement.

With regard to communication all project personnel consider it very critical part of their stakeholder management process where by 100% of respondents agreed so. A combination of Face to Face Meetings, Reporting, Telephone, E-mail and Video Conferencing techniques are the methods used to insure it.

The findings on the tools and techniques used for managing stakeholder's shows, Project plan, Communication plan and Contracts are the combination of tools and techniques used by the project team members. In addition to them Monitoring and Evaluation Plan, joint monitoring and supervision reports, Stakeholder mapping and strategy, and Risk management plan and analysis are used by the project team members as a tools for managing the stakeholders of the project.

With regard to responsible unit for managing stakeholders of the project, almost all the project team members and also the interviewees said, there is no separate unit designated for doing the task and the task of managing stakeholders in the project is done by project team members and specially by the project manager.

The project team members have identified the most critical success factors for successful stakeholder's management in the project. Communicating with and engaging stakeholders, properly identifying stakeholders of the project and keeping and promoting good relationships are the three most critical success factors for the project. Additionally, Exploring stakeholder needs to

projects and Formulating clear project mission statement have been chosen as fourth and fifth critical success factors rated by the project team members.

The respondents also forwarded the challenges that they are facing in the course of implementing their projects. Failure to identify all relevant stakeholders & offering them the level of attention they deserve and Poor engagement of stakeholders or lack of commitment are the major challenges that the project team members are encountered with. In addition to that, Conflicting requirements of stakeholders or lack of shared perception and Communication gaps (language differences, preference in utilization of communication tools) are weighted equal by the respondents for being a challenge for the project stakeholders' management.

Overall rating of the project team members about the performance of their project in proper managing of the stakeholders, majority of the respondents rated as satisfactory which tells existence of a lot to do by the organization with this regard.

5.2 Conclusion

The objective of the study was to assess the stakeholder management practices and challenges of Plan International Ethiopia. It is amid to check on the practice and challenges of the stakeholder management in the WASH project of PIE and also the necessary processes required to manage the challenges. The following conclusions are drawn from the findings discussed above.

The general profile of the respondents were analyzed and with regard to gender majority of the respondents are male, in terms of the age group of respondents majority of them are within 30-50 ranges, with regard to Educational status and experience in working under project environment majority of the respondents has MA/Msc with 6-10 years of experience respectively.

As it is been noticed from the study findings the project the stakeholder identification process the organization is of multiple type. Among the techniques stakeholder's forum, past project lessons

learned, and Project team brainstorming are the most used combinations. Mission and vision based and geographic approaches are the basis of identifications. And stakeholders are identified at the prefeasibility and Initiation stage of the projects this means stakeholders are identified at the early stage of the projects that the organization is undertaking there is no further commitment do the task in the project life cycles. Even though the first step in the process of stakeholder engagement is identification of stakeholder which involves determining who our project stakeholders are, and their key groupings and sub-groupings (IFC, 2007), the activity should continue through out the project as the invironment the projects are operating is dinamic there could be a shift in the interest and power of stakeholders.

Regarding stakeholder's engagement in the projects of the organization, it can be concluded that it is conducted at the initiation stage of the project which is conducted for formality and ceremonial purpose according to the interviewee. Even though it is believed by the organization that, stakeholders of the project are engaged throughout the different stages of the project, but in practice there are limitations in keeping all stakeholders involved as per the set plans throughout the different stages of projects. From literatures perspective, conducting stakeholder engagement in projects will be important to enhance success from different perspectives one is from strategic management perspective which aimed to increase ownership of the project by users, reducing conflict, encouraging innovation and facilitating spin-off partnerships. The second is from ethical perspective where it can be seen to enhance inclusive decision making, promote equity, enhance local decision making and build social capital. And third is that it is an opportunity for social learning, where diverse stakeholders share a common forum, learn about each other's values, reflect upon their own values and create a shared vision and shared objectives and this contributes to sustainability (Mathur, Price and Austin, 2008). Therefore the organization is missing this opportunities due to its poor stakeholders engagement practice.

The tools and techniques used for managing stakeholders are Project plan, Communication plan and Contracts are the most used techniques by the project team members. In addition to this Monitoring and Evaluation Plan, joint monitoring and supervision reports, Stakeholder mapping

and strategy, and Risk management plan and analysis are used by the organization as a tools for managing the stakeholders of projects.

The study finding has shown that there is no responsible unit for managing stakeholders of projects within the organization, there is no separate unit designated for doing the task. Even if there are two different units, the first is a person with the capacity of partnership specialist who oversees the partnership aspect of different projects which is a single unit of stakeholder to the project and the other is a Partnership, Influencing and Communication department its role is for overall organization wide activities. As a result the task of managing stakeholders in the project is left for the project manager who is set responsible for the success and blame in the results of the project.

The study have identified the most critical success factors for successful stakeholder's management in the project. Communicating with and engaging stakeholders, properly identifying stakeholders of the project and keeping and promoting good relationships are the three most critical success factors for the project. Additionally, Exploring stakeholder needs to projects and Formulating clear project mission statement have been chosen as fourth and fifth critical success factors rated by the project team members. The results are in line with the critical success factors identified by (Charles, 2017) and (Yang et. al, 2010).

Regarding the challenges that projects of the organization are facing failure to identify all relevant stakeholders of the projects and trying to offer them the level of attention they require and Poor engagement of stakeholders in the key activities of projects which could result to lack of commitment by stakeholders to projects are the major ones. Furthermore, Conflicting requirements of the stakeholders which is reflected by lack or absence of shared perception and Communication gaps that are resulting from language differences, preference in utilization of communication tools are among other challenges facing projects of the organization in managing the stakeholders.

Finally by taking in to account the reflections of respondents of questionnaires as well as interviewees it is concluded that the overall project stakeholders management practice of the

organization is poor. This tells us that there is a lot to do by the organization with regard to effectively managing stakeholders of projects for successful completion of projects.

5.3 Recommendations

So as to ensure existence of better Stakeholder management in Plan International Ethiopia projects, the following recommendations are forwarded.

- ❖ Even though most of the stakeholders of the project are identified at the early stage of the project the task should also be carried out at the consequent stages of the project life cycle so as to incorporate those stakeholders that could rise at later stages having an impact on the project.
- ❖ Stakeholder analysis is one of very important in the activity of stakeholder's management. As a result the organization should facilitate different trainings to improve the understanding and involvement of the projects team members in the activities of stakeholder management. The stakeholder analysis should also be conducted throughout the project lifetime so that the change in the position of stakeholders that could occur at latter stages of the project can be incorporated into the stakeholder management plan for better strategic actions.
- ❖ Even though ‘we work well together ‘ is the one among the four major values Plan International Ethiopia has so as to help guide the achievement of the organization's goals. But in practice the level of engagement of stakeholders in projects is not as expected and there are limitations in keeping all stakeholders involved as per the set plans throughout projects life cycle. Therefor the organization should closely work on better engaging the stakeholders of projects.
- ❖ Communication is crucial for the successful stakeholder management. Hence the organization should put in place an agreed upon communication channel which is accepted by each stakeholder community that are convenient and tailored to their needs.
- ❖ There should also a need to institutionalize the stakeholder management efforts of individuals in project. With this in mind, projects should strengthen the organizational units entrusted with

the complex task of project stakeholder management. The team members of the unit should come from all key actors of projects.

- ❖ The Critical success factors for the project are Communicating with and engaging stakeholders, properly identifying stakeholders of the project and keeping and promoting good relationships. As a result any activity that will impact this factors should be avoided or dealt carefully.
- ❖ The organization should also identify all relevant stakeholders and should offer them the level of attention they deserve.
- ❖ The organization should work closely with the stakeholders for better engagement of stakeholders and to further improve their commitment to projects.

5.5 Suggestion for Further Study

Though this research adds value to the academic literature, the study is assessed the stakeholder management practice by specifically focusing the case organization therefore further studies can be done by a deeper and a more detailed analysis on assessment of stakeholder management practice. Further study should also be done to check the relationship between stakeholder management with other project management knowledge areas so that we can see what can it cost organizations with poor stakeholder management practice and its impact on other knowledge areas.

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Appendix 1: Questionnaire



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

Dear Respondents,

I am a graduate student at Addis Ababa University School of Commerce and currently I am conducting a research for the completion of my masters in Project Management. This project work is on “**STAKEHOLDER MANAGEMENT- Practice and Challenges: *The Case of Plan International Ethiopia WASH Project***”. The purpose of this study is to assess the stakeholder management practice and to identify the challenges encountered throughout the process in Plan International Ethiopia by focusing on WASH project.

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

Therefore, I kindly request your assistance to fill out the questionnaire noting that your response will be kept confidential.

If you have any questions or comment regarding this research study, you may contact me at
E-mail: jonyhaile@yahoo.com. Tel 0911 07 87 70

Thank you very much for your golden time and cooperation,
Hailemariam Misganaw

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.

- c) Snowballing (through peers)
- e) Other.....

d) past project lesson learned

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

- a) Influence
- b) Interest based
- c) Mission and vision based
- d) Geographic reasons
- e) Combination of all
- f) Other.....

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

- a) Prefeasibility stage
- b) Initiation stage
- c) Implementation stage
- d) Throughout project life cycle

4. 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.....

Section III: Stakeholders Analysis

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

- a) Yes
- b) No

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

- a) Yes
- b) No

7. Which project implementation stage is ideal to undertake stakeholder analysis?

- a. Initiation stage
- b. Implementation stage
- c. Completion stake
- d. on-going activity

8. If no, why? Explain

.....

9. Please indicate your level of agreement with the following statements which relates to how you deal with the stakeholders the project.

	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)
Project Stakeholder Management (PSM) can make a difference in the performance of my project?					
Project Stakeholder Management is an important and priority activity for me					
Stakeholder analysis is an activity I undertake as part of my project management processes					
Stakeholder identification helps to find out who has unique knowledge related to any aspect of the project					
I prioritize stakeholders according to their responsibilities to the project					
I prioritize stakeholders according to how urgent they see the project interest in					
I prioritize stakeholders according to their power to influence the project outcome					
Internal Stakeholders are prioritized above external stakeholders					
Stakeholder analysis helps to evaluate different stakeholders power					
Stakeholder analysis is useful to ensure the quality of the decision-making processes					
In my project I am involved in stakeholder identification and analysis					
The project manager and the sponsor are the people who do the stakeholder analysis					

SECTION IV: STAKEHOLDER ENGAGEMENT, COMMUNICATION and CRITICAL SUCCESS FACTORS

10. What is the operational meaning of the term stakeholder engagement in the context of 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)

11. What does it contribute to your project?

.....

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

- | | | | |
|--------------------------------|--------------------------|---------------------|--------------------------|
| a) Prefeasibility stage | <input type="checkbox"/> | b) Initiation stage | <input type="checkbox"/> |
| c) Implementation stage | <input type="checkbox"/> | d) Completion stage | <input type="checkbox"/> |
| e) Throughout the project life | <input type="checkbox"/> | | |

13. Is communication part of your Stakeholder management process?

- | | | | |
|--------|--------------------------|-------|--------------------------|
| a) Yes | <input type="checkbox"/> | b) No | <input type="checkbox"/> |
|--------|--------------------------|-------|--------------------------|

14 Which technique do you use to communicate with your stakeholders?

- | | | | |
|-----------------------|--------------------------|--------------------|--------------------------|
| Face to Face Meetings | <input type="checkbox"/> | Reporting | <input type="checkbox"/> |
| E-mail | <input type="checkbox"/> | Video Conferencing | <input type="checkbox"/> |
| Telephone | <input type="checkbox"/> | Other..... | |

15. **If no** why?

.....

.....

16. What are the tools and techniques used for stakeholder management in your project?

- | | | | |
|-------------------------|--------------------------|-------------------------------|--------------------------|
| a) Project plan | <input type="checkbox"/> | b) Communication plan | <input type="checkbox"/> |
| c) Contracts | <input type="checkbox"/> | d) Requirements Documentation | <input type="checkbox"/> |
| e) Stakeholder Register | <input type="checkbox"/> | f) Combination of all | <input type="checkbox"/> |

17. Could you please mention any other stakeholder management tool not included in this questionnaire.....

.....

.....

.....

18. Would you please choose the most critical success factors for effective stakeholder management from your organization and/or project perspective? (Multiple answer is possible)

- a) communicating with and engaging stakeholders;
- b) identifying stakeholders properly;
- c) Formulating a clear statement of project mission
- d) keeping and promoting good relationships;
- e) analyzing stakeholder conflicts and coalitions
- f) Exploring stakeholder needs to projects
- g) Understanding areas of stakeholder interest
- h) Prioritize Stakeholders by their power and influence on the project
- i) Other (Please specify).....
.....

SECTION V: Stakeholder Management, Its Practice and Challenges

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

- a) Yes
- b) No

20. If yes what specific functions does it perform?

Name
them.....
.....

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

- a) The CLT
- b) Program Manager
- c) Project Manager
- d) All team members
- e) Other.....

22. If no, are you considering having one?

- a) Yes
- b) No

23. What are the challenges / problems you are facing in working with multi stakeholder environment? Both from your end and from the stakeholder

- a) Failure to identify all relevant stakeholders & offering them the level of attention they deserve
- b) Late identification of stakeholders' interest

- c) Conflicting requirements of stakeholders
- d) Poor engagement of stakeholders
- e) Incompatible interests of partners
- f) Challenges due to cultural difference
- g) Procedure (related to legal and administration laws)
- h) Communication gaps (language differences, preference in utilization of communication tools)
- i) Project team member's poor knowledge about stakeholder management
- j) Others please specify.....

24. Overall how do you rate the stakeholder management practice of your project?

- a) Excellent b) Very Good c) Good d) Bad e) The Worst

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

.....

Appendix 2: Interview Questions:

1. What does the stakeholder management practice of the organization look like?
2. Is there any separate unit for handling the task of managing stakeholders? If yes how is it structured? Is there adequate staff to undertake the tasks? If no what is the reason for?
3. What are the tools and techniques used for managing stakeholders in your project and how effective are they?
4. What are the major challenges you have in the course of managing your stakeholders? How are you addressing them? And how did the organization captured the new lessons learned for future use?
5. What factors do you consider are critical for the successful implementation of stakeholder management practice?
6. How do you evaluate the stakeholder management practice of your organization?