



**ADDIS ABABA UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS  
SCHOOL OF COMMERCE  
MA. PROJECT MANAGEMENT PROGRAM**

**Assessment of stakeholder management Practices of Community  
Drinking Water Supply projects: In case of Wolaita Sodo Water  
Works Corporation**

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## **DECLARATION**

I, Desta Daniel, declare that this research project work entitled: “Assessment of stakeholder management Practices of Community Drinking Water Supply projects: In case of Wolaita Sodo Water Works Corporation” is my original work, conducted under the supervision and guidance of my research advisor, Adane A (PhD). It has not been submitted, in whole or in part, to any other institution for the award of a degree. All other sources of information have been properly acknowledged. It is offered for the partial fulfillment of the degree of Masters of Art in Project Management.

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## LETTER OF CERTIFICATION

This is to certify that Desta Daniel has completed this project work titled "Assessment of Stakeholder Management Practices in Community Drinking Water Supply Projects: In Case of Wolaita Sodo Water Works Corporation." This is the candidate's original work and is deemed sufficient for submission in partial fulfillment of the requirements for the award of a master's degree in Project Management.

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Research Advisor

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## TABLE OF CONTENT

<b>Contents</b>	<b>Pages</b>
DECLARATION .....	I
LETTER OF CERTIFICATION .....	II
ACKNOWLEDGMENT.....	III
TABLE OF CONTENT.....	IV
LIST OF TABLES .....	VII
ACRONYMS.....	VIII
ABSTRACT.....	IX
CHAPTER ONE.....	1
1. INTRODUCTION .....	1
1.1. Background .....	1
1.2. Statement of problem .....	1
1.3. Research Question.....	2
1.4. Objectives of the study.....	3
1.4.1. General objective .....	3
1.4.2. Specific objectives of the study .....	3
1.5. Significance of the study .....	3
1.6. Scope of the study .....	4
CHAPTER TWO .....	5
2. LITERATURE REVIEW .....	5
2.1. Introduction .....	5
2.2. Theoretical Framework .....	5
2.2.1 Project.....	5
2.2.3. Project Management .....	6
2.2.4. Project Management Knowledge Areas .....	7
2.2.5. Stakeholder .....	7
2.2.6. Stakeholder management.....	8
2.2.7. Stakeholder Management Process .....	9
2.2.7.1. Stakeholder Identification .....	10
2.2.7.2. Stakeholder Analysis.....	11
2.2.7.3. Stakeholder implementation strategy.....	13

2.2.8.	Importance of Stakeholder Management in Community Water Supply Project .....	14
2.2.8.1.	Social Acceptance and Community Engagement .....	15
2.2.8.2.	Resource Mobilization and Optimization .....	16
2.2.8.3.	Regulatory compliance and governance .....	16
2.2.8.4.	Build Trust and Support .....	17
2.2.8.5.	Conflict Resolution .....	17
2.2.8.6.	Stakeholder analysis and Mapping.....	18
2.2.8.7.	Communication and Collaboration .....	18
2.2.8.8.	Enhancing Project Success.....	18
2.2.9.	Challenges in Stakeholder Management .....	19
2.2.9.1.	Limited community Participation.....	19
2.2.9.3.	Political Interference .....	20
2.2.9.4.	Communication Barriers .....	20
2.2.9.5.	Inadequate Institutional Capacity.....	20
2.2.9.6.	Cultural and Social Factors .....	21
2.3.	Conceptual Framework .....	21
CHAPTER THREE .....		22
3.	METHODOLOGY .....	22
3.1.	Research Design.....	22
3.2.	Research approach.....	22
3.3.	Population.....	22
3.4.	Sampling Method .....	23
3.5.	Methods of Data Collection .....	24
3.6.	Methods of Data Analysis .....	24
3.7.	Validity of the Study .....	25
3.8.	Reliability .....	25
3.9.	Ethical Consideration .....	25
CHAPTER FOUR.....		27
4.	DATA ANALYSIS, PRESENTATION AND DISCUSSION.....	27
4.1.	Introduction .....	27
4.2.	Response Rate .....	27
4.3.	Demographic information of respondents.....	28
4.3.1.	Gender.....	28

4.3.2.	Age .....	28
4.4.	Stakeholder Management Issues .....	29
4.4.1.	Awareness and Communication .....	29
4.4.2.	Communication Channel Effectiveness .....	30
4.4.3.	Communication Clarity .....	32
4.4.4.	Stakeholder Engagement .....	33
4.4.5.	Transparency and Accountability .....	36
4.4.6.	Conflict resolution .....	38
4.4.7.	Resources Allocation .....	41
4.4.8.	Stakeholder Satisfaction with Management Practices .....	42
4.5.	Assessing the Stakeholder Management Practices within WSWWC .....	43
4.5.1.	Stakeholder Identification Method of WSWWC .....	43
4.5.2.	Stakeholder Analysis Method of WSWWC .....	43
4.5.3.	Stakeholder Management Implementation Strategy Development of WSWWC .....	44
4.5.4.	Major challenges WSWWO face in the course of managing stakeholder.....	44
CHAPTER FIVE .....		46
5.	SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION ....	46
5.1.	Summary of Finding.....	46
5.2.	Conclusion.....	48
5.3.	Recommendation.....	49
5.4.	Research Limitation and Areas of further research.....	49
REFERENCE.....		50
APPENDIX.....		51

## LIST OF TABLES

Table 4. 1: Response Rate.....	28
Table 4. 2: Demographic information of respondents .....	28
Table 4. 3: Awareness and communication .....	29
Table 4. 4: Stakeholder Engagement .....	33
Table 4. 5: Transparency and Accountability .....	36
Table 4. 6: Conflict Resolution.....	38
Table 4. 7: Resources Allocation .....	41
Table 4. 8: Stakeholder Satisfaction with Management Practices .....	42

## **ACRONYMS**

AAU	Addis Ababa University
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
WSU	Wolaita Sodo University
WSWCC	Wolaita Sodo Water Works Corporation

## ABSTRACT

*Ensuring clean and accessible drinking water is a fundamental human right and a crucial element of sustainable development. Community drinking water supply projects play a vital role in upholding this right. Effective stakeholder management is significant for the success of these projects as it aids in understanding and addressing the needs, concerns, and expectations of stakeholders, leading to improved project outcomes. Managing project stakeholders involves identifying individuals, groups, or organizations that might influence or be influenced by the project. It involves assessing their expectations and the potential effects on the project, and formulating strategies to engage these stakeholders effectively in project decisions and execution. This study aims to evaluate the stakeholder management practices of the Wolaita Water Works Corporation (WSWWC) in community drinking water supply projects. Utilizing a mixed-method approach and a descriptive research design, primary data was collected through interviews and questionnaires. The analysis was conducted qualitatively by relating findings to existing literature and quantitatively using percentages and frequencies. The study revealed several key findings: overall, WSWWC's stakeholder management practices are effective regarding stakeholder awareness and communication, engagement and inclusivity, transparency and accountability, conflict resolution, and resource allocation. Consequently, the study recommends that the corporation should enhance information accessibility by utilizing multiple platforms such as digital and social media. Additionally, the corporation should identify all relevant stakeholders and provide them with appropriate attention, and increase the consistency of updates by setting up regular communication schedules or using various channels to ensure broader reach.*

**KEY WORDS:** Project Management, Stakeholder Management. Stakeholder Management Issues, Community Drinking Water

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background

Community water supply projects are vital for ensuring access to safe and clean water for everyone. The successful implementation and long-term viability of these projects rely significantly on effective stakeholder management practices. Providing clean and accessible drinking water is both a fundamental human right and a key element of sustainable development. Community drinking water supply projects are crucial in upholding this right. Effective stakeholder management is essential for the success and sustainability of these projects.

Stakeholder management is a significant feature of project management that involves identifying, analyzing, and engaging with individuals, groups, or organizations that can impact or be impacted by the project. Key processes in project stakeholder management include identifying stakeholders, analyzing their expectations and impact on the project, developing strategies to engage stakeholders effectively, and monitoring stakeholder engagement throughout the project life cycle. Effective stakeholder management is vital for project success as it facilitates understanding and addressing the needs, concerns, and expectations of stakeholders, thereby improving project outcomes.

The Wolaita Soddo Water Works Corporation (WSWWC) is responsible for planning, implementing, and managing water supply projects in the Wolaita Zone of Ethiopia. Despite the organization's efforts, there have been challenges in engaging and managing stakeholders, which could potentially hinder the success and sustainability of community water supply projects.

### 1.2. Statement of problem

Managing community water supply projects has become increasingly complex due to heightened attention on public involvement, environmental concerns, and social issues. Previous evaluations of water resources projects have highlighted inadequate identification of stakeholder needs and insufficient assessment of social impacts as major factors contributing to project failures (Grigg, 1996). Stakeholder management

is thus crucial for successfully implementing and sustaining community water supply projects. Effective engagement with stakeholders ensures that the needs and concerns of all parties involved are addressed, leading to better project outcomes and long-term viability.

Despite its critical role, there remains a gap in understanding the effectiveness of stakeholder management practices, particularly within organizations like the Wolaita Soddo Water Works Corporation (WSWWC). The problem statement arises from the necessity to evaluate the current stakeholder management strategies employed by WSWWC and identify areas for improvement to enhance the overall performance and sustainability of community water supply projects in Wolaita and its surroundings.

WSWWC aims to fulfill its commitments in delivering community water supply projects for the Wolaita Zone, SNNPR, and Ethiopia as a whole, thereby improving access to clean drinking water for communities. Establishing effective stakeholder management practices is crucial for achieving this vision and plays a key role in its success. While WSWWC has been involved in numerous community water supply projects, there is limited understanding of the effectiveness of its stakeholder management practices. The organization's ability to engage and manage various stakeholders, including local communities, government bodies, non-governmental organizations, and donors, is critical for successfully implementing and sustaining water supply projects.

This research aims to provide valuable insights into community water supply project management, helping organizations like WSWWC adopt more effective stakeholder management strategies. Ultimately, this will improve access to safe and sustainable water resources for communities.

### **1.3. Research Question**

This study try to explore the answer for the following research questions:-

1. What Stakeholder Management practices are currently employed by Wolaita Soddo Water Works Corporation (WSWWC) in community Water supply Projects?
2. What stakeholder identification methods are used by Wolaita Soddo Water Works Corporation (WSWWC) in community Drinking Water supply Projects?

3. What stakeholder analysis framework is employed by Wolaita Soddo Water Works Corporation (WSWWC) in community Drinking Water supply Projects?
4. What are the challenges encountered by the Wolaita Soddo Water Works Corporation (WSWWC) in managing community Water supply Project stakeholders and the strategies used to handle these challenges?

#### **1.4. Objectives of the study**

##### **1.4.1. General objective**

To assess the stakeholder management practices of the Wolaita Water Works Organization in community drinking water supply projects.

##### **1.4.2. Specific objectives of the study**

- To evaluate the challenges faced by the Wolaita Soddo Water Works Corporation (WSWWC) in managing community water supply project stakeholders and the strategies used to handle these challenges.
- To assess the Stakeholder Analysis Framework is employed by Wolaita Soddo Water Works Corporation (WSWWC) in community Drinking Water supply Projects.
- To identify the key stakeholders involved in the community drinking water supply projects.
- To provide recommendations for enhancing stakeholder management practices.

#### **1.5. Significance of the study**

Understanding the stakeholder management practices of the Wolaita Soddo Water Works Corporation (WSWWC) is crucial for enhancing the effectiveness and sustainability of community water supply projects. This study offers insights into the strengths and weaknesses of the organization's current practices, identifies areas for improvement, and provides recommendations to enhance stakeholder management. Additionally, the findings of this study can benefit other water supply organizations in Ethiopia and similar contexts, contributing to the broader objective of improving access to clean and safe water.

Moreover, this research contributes to the existing knowledge base on stakeholder management practices in community water supply projects and provides practical insights for enhancing their effectiveness and sustainability. The study also informs policy and practice in the water supply sector, guiding organizations like WSWWC in improving their stakeholder management practices to achieve better project outcomes.

### **1.6. Scope of the study**

The study focuses on examining the stakeholder management practices of the Wolaita Sodd Water Works Corporation (WSWWC) in community water supply projects within the Wolaita Zone of Ethiopia. It will investigate the organization's strategies, tools, and approaches used in stakeholder engagement, as well as the perceptions and experiences of various stakeholders involved in these projects.

This research aims to assess the Stakeholder Management practices of WSWWC in implementing Drinking Water Projects, identify gaps, and propose recommendations to enhance and standardize stakeholder identification, analysis, and strategy development. These improvements are intended to address project complexity and increase effectiveness.

### **1.7. Organization of Study**

The research is structured into five main chapters. Chapter one serves as an introductory section, covering the study's background, problem statement, research questions, objectives, significance, limitations, and scope. Chapter two reviews relevant literature, providing an overview of existing knowledge in the field and discussing key concepts such as project and project management, stakeholder management, the stakeholder management process, and its importance and challenges. Chapter three outlines the study's methodology, detailing the research design, approach, sample size, data sources and collection methods, data collection procedures, and data analysis methods. Chapter four focuses on the analysis and interpretation of the collected data using the proposed instruments. Finally, Chapter five offers general conclusions and recommendations, along with suggestions for future research based on the study's findings.

## CHAPTER TWO

### 2. LITERATURE REVIEW

#### 2.1. Introduction

Stakeholder management is crucial for the successful implementation and sustainability of community water supply projects. Effective engagement with stakeholders ensures that the needs and concerns of all parties involved are addressed, resulting in better project outcomes and long-term viability. This literature review seeks to investigate the current body of research on stakeholder management practices in community water supply projects, with a specific focus on the experience of the Wolaita Water Works Organization in Ethiopia.

#### 2.2. Theoretical Framework

##### 2.2.1 Project

Numerous authors and organizations define projects in various ways, yet they share common attributes. The Project Management Body of Knowledge (PMBOK) Guide (2017) defines a project as "a temporary endeavor undertaken to create a unique product, service, or result." Similarly, ISO 21500 describes a project as "a unique set of processes consisting of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective."

Supporting the PMI definition, Pinto (2019) elaborates on the main elements of a project:

- **Complex, One-Time Processes:** A project is initiated for a specific purpose or to meet a stated goal, often involving the coordinated efforts of various members of the organization.
- **Limited by Budget, Schedule, and Resources:** Project work is constrained by financial and human resources and must be completed within a specified timeframe.
- **Goal-Oriented:** Projects are developed to achieve clear objectives, resulting in a tangible outcome such as a new product or service.
- **Customer-Focused:** The fundamental purpose of any project is to meet customer needs.

Despite the varied definitions, common attributes of a project include:

- **Uniqueness:** Each project is distinct in nature.
- **Specific Time Frame:** Projects have a defined start and end date.
- **Resource Requirements:** Projects necessitate the use of resources.
- **Defined Objectives:** Projects aim to achieve specific goals.
- **Risks and Uncertainties:** Projects inherently involve potential risks and uncertainties.

### 2.2.3. Project Management

Projects are essential for creating value and benefits within organizations. In today's fast-paced business environment, leaders must manage with tighter budgets, shorter timelines, limited resources, and rapidly evolving technology. The dynamic nature of the business environment, marked by an accelerating rate of change, compels companies to adopt project management practices to consistently deliver business value (PMBOK, 6th edition, 2017).

Project Management is defined as "the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements" (PMBOK, 2017). Similarly, the Association for Project Management (APM) defines it as the application of processes, methods, skills, knowledge, and experience to achieve specific project objectives according to acceptance criteria within agreed parameters. Project management involves delivering final outcomes within a set timescale and budget. ISO (2012) describes project management as the application of methods, tools, techniques, and competence to a project, integrating various phase of the project life cycle, and accomplishing this through defined processes.

Many authors in project management literature agree that it involves setting and achieving targets for time, cost, and performance (quality). Effective project management ensures measurable and tangible results based on scope, time, and cost, which are fundamental for project success (Kerzner, 2018). Wallace (2014) adds that it encompasses planning and control processes and skills required to complete a project using available resources while meeting or exceeding time, cost, quality, and safety expectations within acceptable risk levels.

Scholars emphasize that effective project management practices are vital for organizations to achieve business objectives and goals through successful project implementation. Once considered "nice to have," project management has evolved into a structured methodology essential for an organization's survival (Kerzner, 2018).

It is now seen as the means to deliverables that generate business benefits and value. Effective project management offers a competitive edge in project delivery, ensures quality services, and reduces project cost.

According to Kerzner (2018), the benefits of project management include:

- Enabling organizations to handle more work in less time without increasing costs or compromising quality.
- Enhancing profitability.
- Facilitating better upfront planning, which reduces scope changes later and prevents unwanted changes
- Fostering effective teamwork, communication, cooperation, and trust instead of necessitating organizational restructuring.
- Ensuring the quality of deliverable

Project management allows organizations to execute projects effectively and efficiently, providing significant competitive advantages and improved.

#### **2.2.4. Project Management Knowledge Areas**

Project management knowledge areas outline the essential skills and competencies that project managers need to develop (Schwalbe, 2016). According to the PMBOK Guide, Sixth Edition (2017), there are ten key knowledge areas in project management. These include Integration, Scope, Schedule, Cost, Quality, Resource, Communication, Risk, Procurement, and Stakeholder Management. Each knowledge area consists of a series of processes, each defined by specific inputs, tools and techniques, and outputs.

These processes are organized into five process groups: initiating, planning, executing, monitoring and controlling, and closing (PMBOK, 2017). Together, these processes perform essential project management functions and contribute to project success

#### **2.2.5. Stakeholder**

Several definitions of stakeholders have been formulated across various fields. In the Project Management Body of Knowledge (PMBOK) Guide (1996), stakeholders are defined as "individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion." Freeman (1984) provided a classic definition of stakeholders in a business context as "any group or individual who is

affected by or can affect the achievement of an organization's objectives." The Global Water Partnership (GWP) defined stakeholders as those involved in making decisions on water and land resources management in a basin, and who will be affected by those decisions (2009).

According to Bryson (2004), typical definitions of stakeholders from the public and nonprofit sector literatures include variations such as: "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 organization's attention, resources, output, or is affected by that output" (Bryson, 1995: 27); and "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).

Friedman and Miles (2006) summarized fifty-five stakeholder definitions from seventy-five texts arranged chronologically. Stakeholders can take various forms, sizes, and capacities, including individuals, organizations, or unorganized groups. The World Bank categorizes stakeholders into international actors, national or political actors, public sector agencies, interest groups, commercial/private for-profit/non-profit organizations (NGOs, foundations), civil society members, and users/consumers. In water resources projects, non-human entities can also be considered stakeholders if a project affect the quality of their existence (Maheshwari and Pillai, 2008).

#### **2.2.6. Stakeholder management**

Stakeholder management involves recognizing, comprehending, and addressing the needs and expectations of individuals and groups interested in the project (Freeman, 1984). Over the years, this concept has evolved to encompass activities such as communication, consultation, and participation to ensure that stakeholders are involved in decision-making processes (Mitchell et al., 1997).

The PMBOK Guide, Sixth Edition (2017), describes Project Stakeholder Management as involving several key processes: identifying individuals, groups, or organizations that may affect or be affected by the project, analyzing their expectations and impact, and developing strategies to engage them effectively in project decisions and execution. The four main processes are: Identify Stakeholders, Plan Stakeholder Engagement, Manage Stakeholder Engagement, and Monitor Stakeholder

Engagement. These processes are vital for project success as they ensure the identification of all involved or affected parties, the development of strategies to engage them in decision-making and activities, the management of communications to meet their expectations, and the continuous monitoring of stakeholder relationships.

Freeman (2001) defined the purpose of stakeholder management as devising methods to strategically manage the diverse groups and relationships that arise. All project members, from team members to subcontractors, suppliers, and customers, are relevant. Managing stakeholders involves considering the impact of project decisions on all these parties, which often presents significant management challenges (Cleland, 2002).

Managing project stakeholders involves identifying individuals, groups, or organizations that may influence or be influenced by the project, analyzing their expectations and impacts, and developing strategies to engage them effectively in project decisions and implementation (Riahi, 2017). The objective of project stakeholder management is to enhance project success by enabling stakeholders to contribute effectively as needed (Eskerod, 2016).

Stakeholder management is crucial for both project and organizational success (Nair & Radhakrishnan, 2019). While minor decisions and emergencies typically exclude stakeholder participation, complex situations with significant impacts often require stakeholder involvement to proactively prevent future issues (Maina, 2013). In stakeholder engagement, organizations collaborate with relevant stakeholders to achieve mutually agreed-upon outcomes. The international community emphasizes the sustainability of development initiatives in less developed countries by involving beneficiaries and community members in resolving issues that affect their well-being (Ochunga & Awiti, 2017; Nguyen et al., 2018).

According to Caputo et al. (2018), stakeholder participation is a new approach to enhancing sustainability, accountability, and transparency. Improving performance and sustainability requires the involvement of stakeholders with the necessary resources and knowledge.

### **2.2.7. Stakeholder Management Process**

The process of stakeholder management in community drinking water supply projects is a dynamic and iterative one that includes identifying, analyzing, engaging, and

maintaining relationships with stakeholders. By following a structured approach, project managers can ensure effective stakeholder involvement, leading to improved project outcomes, increased community support, and long-term sustainability. Through thorough identification, comprehensive analysis, strategic engagement planning, effective communication, trust-building, conflict management, and ongoing monitoring and improvement, stakeholder management significantly enhances the success of community drinking water supply projects.

Stakeholder management frameworks developed by Karlsen (2002), Bourne and Walker (2006), Olander (2006), Cleland and Ireland (2007), and PMBOK (2008) generally consist of three stages: (1) identifying stakeholders, (2) analyzing stakeholders, and (3) developing strategies for stakeholder engagement.

#### **2.2.7.1. Stakeholder Identification**

Stakeholder identification involves identifying the individuals, groups, or organizations involved in a project, understanding their interests, influence, and potential impact, and categorizing them into relevant groupings and sub-groupings (Freeman, 1984). It is essential to identify stakeholders early in the project lifecycle and to continuously update this information as stakeholder dynamics can change. Various criteria, such as influence, interest, alignment with the project's mission and vision, or a combination of these factors, can be used for stakeholder identification.

In community drinking water supply projects, stakeholder identification is crucial for ensuring project success and sustainability. This process includes recognizing all individuals, groups, or organizations with an interest in or who may be affected by the project (Caribbean Natural Resource Institute, 2004).

Key stakeholders to consider in community drinking water supply projects, adapted from Bryson (2004), include:

1. **Community Members:** The primary beneficiaries who will directly benefit from access to clean and safe drinking water.
2. **Local Authorities:** Municipal councils, village leaders, or local government bodies that support and regulate community water supply projects.

3. **Water Users:** Specific groups within the community, such as schools, healthcare facilities, or businesses, with unique water needs.
4. **Non-Governmental Organizations (NGOs):** Organizations providing support, funding, or technical expertise in the water and sanitation sector.
5. **Government Agencies:** Departments responsible for water resources management, public health, or rural development, ensuring regulatory compliance and project sustainability.
6. **Local Businesses:** Businesses in the community impacted by water availability, contributing resources or expertise.
7. **Community Leaders:** Religious leaders, elders, or influential individuals mobilizing support and community participation.
8. **Environmental Groups:** Organizations focused on environmental conservation, concerned with the project's impact on local water sources.
9. **Funding Agencies:** Donors, development banks, or funding agencies providing financial support for the project.
10. **Technical Experts:** Engineers, hydrologists, and other experts ensuring technical feasibility and project quality.

Identifying these stakeholders is essential for effectively engaging them throughout the project lifecycle, ensuring their needs are met, and maximizing community support and project sustainability.

#### **2.2.7.2. Stakeholder Analysis**

A stakeholder analysis exercise was conducted to understand the complexity of stakeholder relations in the context of community drinking water supply projects. The analysis employed a stakeholder analysis tool to determine stakeholder relationships and their relative importance to the project. This importance was assessed based on a combination of three factors: power, proximity, and urgency. The outcomes of the analysis were visually displayed, such as through matrices or diagrams (adapted from Bourne, 2009; Caribbean Natural Resource Institute, 2004).

Stakeholder analysis in community drinking water supply projects involves assessing the interests, influence, needs, and potential impact of various stakeholders on the project. This analysis helps project managers comprehend stakeholder dynamics and devise strategies to effectively engage with them throughout the project lifecycle. Here are key steps and considerations for stakeholder analysis in such projects:

1. **Identify Stakeholders:** Identify all relevant stakeholders, including community members, local authorities, NGOs, government agencies, businesses, funding agencies, and technical experts.
2. **Assess Stakeholder Interests:** Understand the interests, concerns, and priorities of each stakeholder group regarding the drinking water supply project. Stakeholders may have different interests, such as access to clean water, environmental conservation, economic development, or regulatory compliance.
3. **Evaluate Stakeholder Influence:** Determine the level of influence each stakeholder group has on the project. Some stakeholders, like community leaders or funding agencies, may have significant influence on project decisions and outcomes.
4. **Analyze Stakeholder Needs:** Identify the specific needs and requirements of stakeholders related to the water supply project. For instance, community members may prioritize affordability, reliability, and water quality, while government agencies may focus on regulatory compliance and public health standards.
5. **Assess Potential Impact:** Consider how each stakeholder group may be impacted by the project, both positively and negatively. Understanding potential impacts helps in mitigating risks and addressing concerns proactively.
6. **Prioritize Stakeholders:** Based on the assessment of interests, influence, needs, and impact, prioritize stakeholders according to their importance to the project's success. This helps in allocating resources and attention effectively.
7. **Develop Engagement Strategies:** Tailor communication and engagement strategies for each stakeholder group to build positive relationships, address

concerns, and foster collaboration. Engage stakeholders in decision-making processes and seek their input throughout the project.

8. **Manage Stakeholder Relationships:** Continuously monitor and manage stakeholder relationships to ensure ongoing support and alignment with project goals.

By conducting thorough stakeholder analysis and implementing effective engagement strategies, project managers can enhance stakeholder involvement, improve project outcomes, and contribute to the long-term sustainability of community drinking water supply projects.

### **2.2.7.3. Stakeholder implementation strategy**

A stakeholder strategic plan was developed based on the findings of a stakeholder analysis for a water resources project. The aim of the strategic plan is to prevent project failure and optimize stakeholder contributions (adapted from SSWM, 2011). According to the project stakeholder typology, four generic strategies for managing stakeholders have been identified (adapted from Savage et al., 1991).

1. **Involve the Supportive Stakeholders:** Encourage cooperative potential by involving supportive stakeholders in relevant project issues. For example, a river basin committee's cooperation can be strengthened by enhancing its authority in project decision-making through legal means. Traditional authorities such as local philosophers, village chiefs, and spiritual leaders should be informed and engaged in the project.
2. **Monitor the Marginal Stakeholders:** These stakeholders may not be concerned about most project issues, but efforts should focus on monitoring specific issues like project safety and pollution that could activate their opposition.
3. **Defend Against the Non-Supportive Stakeholders:** Non-supportive stakeholders pose a high potential threat but have low potential for cooperation. A defensive strategy involves reducing their influence over the project. For instance, strategies can be developed to lessen the dependency that forms their interest in the project. In cases where politicians hold

excessive power over public project development, defensive measures could be necessary.

4. **Collaborate with Mixed-Blessing Stakeholders:** Mixed-blessing stakeholders have both high potential threat and potential cooperation. Collaboration is often the best approach with this group. Develop collaboration through mutual trust and effective communication that benefits both parties (adapted from Karlsen, 2002).

#### **2.2.8. Importance of Stakeholder Management in Community Water Supply Project**

Stakeholder management in water supply projects involves a systematic approach to identify, analyze, plan, and implement actions to engage with individuals, groups, or organizations that have an interest in or are affected by the project. This includes various stakeholders such as local communities, government agencies, non-governmental organizations (NGOs), and private sector entities.

Stakeholder management plays a pivotal role in the successful implementation and sustainability of community drinking water supply projects. Effective stakeholder management ensures that diverse interests are considered, fostering community support, enhancing project outcomes, and ensuring long-term sustainability. This review examines the critical importance of stakeholder management in these projects, drawing insights from recent studies and expert analyses.

Effective stakeholder management is crucial for the success and sustainability of community water supply projects. Several studies have highlighted the following reasons:

1. **Enhanced Community Support:** Engaging stakeholders early and effectively can build trust and support among community members, ensuring that their needs and concerns are addressed throughout the project lifecycle (adapted from PMBOK Guide, 2017).
2. **Improved Decision-Making:** Involving a broad range of stakeholders in decision-making processes can lead to better informed and more balanced

decisions that consider various perspectives and potential impacts (adapted from Bryson, 2004).

3. **Risk Mitigation:** Understanding and managing stakeholder expectations and concerns can help mitigate risks and prevent issues that may otherwise arise during project implementation (adapted from Savage et al., 1991).
4. **Resource Mobilization:** Effective stakeholder engagement can facilitate access to resources, expertise, and funding from stakeholders such as NGOs, government agencies, and private sector entities, which are critical for project success (adapted from Olander, 2006).
5. **Regulatory Compliance and Sustainability:** Engaging with government agencies and regulatory bodies ensures compliance with laws and regulations, promoting project sustainability and longevity (adapted from GWP, 2009).
6. **Conflict Resolution:** Proactively managing stakeholder relationships can help prevent and resolve conflicts that may arise due to competing interests or misunderstandings (adapted from Mitchell et al., 1997).

Stakeholder management is not just a necessary step but a strategic approach to ensure the success and sustainability of community drinking water supply projects. By effectively engaging with stakeholders and addressing their needs and concerns, project managers can significantly enhance project outcomes and contribute to the well-being of the communities they serve.

#### **2.2.8.1. Social Acceptance and Community Engagement**

Community involvement in the planning and implementation of water supply projects enhances social acceptance and ownership, which leads to improved project outcomes and sustainability (Mazengia & Reda, 2019). By engaging with local communities, project managers ensure that the water supply project aligns with community needs, respects their rights, and addresses their concerns, resulting in more effective and sustainable solutions. Establishing trust and maintaining open communication with stakeholders can bolster their support and acceptance of the project, facilitating smoother implementation and greater success.

Research underscores the importance of involving local communities in decision-making processes, project design, and implementation to ensure that projects are culturally and socially acceptable and meet community needs (Baptista et al., 2018; Hirsh et al., 2016). Community engagement fosters increased ownership, trust, and long-term sustainability of water projects.

### **2.2.8.2 Resource Mobilization and Optimization**

Engaging with stakeholders, such as local communities, government agencies, and non-governmental organizations, can enhance resource mobilization and support for the project (Kiteme et al., 2013). Effective stakeholder management is crucial for optimizing the use of resources, both human and financial, by aligning the project's objectives and activities with the interests and priorities of these stakeholders. This approach ensures that the project receives the necessary support and resources to achieve its goals efficiently and effectively.

### **2.2.8.3. Regulatory compliance and governance**

Understanding and adhering to regulations and standards set by government agencies and other relevant bodies are critical for the successful implementation and operation of water supply projects. Compliance with regulatory frameworks and good governance practices ensures the legal and institutional sustainability of these projects. Involving stakeholders in governance structures and decision-making processes is essential for transparency, accountability, and regulatory compliance (Baptista et al., 2018; Hirsh et al., 2016).

Stakeholder management also plays a crucial role in enhancing accountability during project implementation. According to Aaron J. Shenhar and Dov Dvir (2016), involving stakeholders in monitoring and evaluation processes helps ensure that the project team remains accountable to the community, thereby improving transparency and building trust.

Furthermore, effective stakeholder management strengthens project governance structures. Research by Barbara A. Israel and Amy J. Schulz (2018) suggests that stakeholder involvement in governance processes leads to more robust oversight, better decision-making, and improved project outcomes. This approach supports the

sustainability and success of water supply projects by fostering inclusive and effective governance.

#### **2.2.8.4. Build Trust and Support**

Trust is a foundational element of successful stakeholder management. According to Sutter and Kieser (2019), transparent communication and inclusive decision-making processes are key to building trust between the project team and the community. This trust is essential for gaining community support and cooperation throughout the project lifecycle.

Effective stakeholder management is critical for fostering community support, which is vital for the smooth implementation of the project. As argued by Mary Parker Follett (2019), projects that actively engage stakeholders and address their concerns are more likely to receive backing from the community, thereby reducing resistance and enhancing the legitimacy of the project. This approach helps in building strong relationships and ensuring the project's long-term success.

#### **2.2.8.5. Conflict Resolution**

Effective stakeholder management plays a crucial role in identifying and addressing potential conflicts and challenges, thereby ensuring smoother project implementation (Reed et al., 2009). Conflicts among stakeholders are common in water projects due to competing interests, values, and perceptions. It is essential to have effective conflict resolution mechanisms and mediation processes to address and resolve conflicts in a timely and fair manner (Kasim, 2015; Mitchell et al., 1997).

Conflict is inevitable in community projects, but effective stakeholder management provides mechanisms for resolving disputes. According to Ury, Brett, and Goldberg (1988), involving stakeholders in conflict resolution processes ensures that disputes are addressed fairly and constructively, preventing escalation and project delays.

Stakeholder management helps in balancing diverse interests, ensuring that no group is disproportionately affected. Research by Mitchell, Agle, and Wood (1997) underscores the importance of considering power, legitimacy, and urgency in stakeholder engagement to achieve a fair and balanced approach to decision-making. This approach ensures that stakeholders' concerns are addressed in a manner that is

equitable and transparent, fostering cooperation and minimizing potential conflicts that could hinder project progress.

#### **2.2.8.6. Stakeholder analysis and Mapping**

Research underscores the importance of identifying and analyzing all pertinent stakeholders, comprehending their interests, influence, and relationships with the project. Stakeholder mapping techniques are utilized to prioritize and manage stakeholders effectively (Reed et al., 2009; Mitchell et al., 1997). These techniques are crucial for ensuring that stakeholders are appropriately engaged and their needs are addressed, which is essential for the successful implementation and sustainability of projects.

#### **2.2.8.7. Communication and Collaboration**

Effective communication strategies are crucial for building relationships, managing expectations, and resolving conflicts among stakeholders. Collaboration platforms and multi-stakeholder forums are recommended to facilitate dialogue and consensus-building (Kasim, 2015; Sarker & Itoh, 2001). Effective communication forms a cornerstone of stakeholder management. According to Rowe and Frewer (2005), regular and transparent communication keeps stakeholders informed about project progress, challenges, and decisions, fostering a collaborative environment where stakeholders feel valued and heard. Stakeholder management enhances collaboration among diverse groups. Freeman and Thomas (2017) found that inclusive stakeholder engagement brings together various perspectives and expertise, leading to more innovative and effective solutions for community water supply challenges.

#### **2.2.8.8. Enhancing Project Success**

Effective stakeholder management contributes to improved project outcomes. Involving stakeholders in the planning and decision-making processes ensures that the project aligns with community needs and expectations, increasing the likelihood of project success and community satisfaction (Pinto & Slevin, 2017). Stakeholder engagement is essential for accurately identifying and addressing community needs. According to Freeman (1984), involving stakeholders allows their input to guide the project team toward focusing on the most critical issues, ensuring that the project delivers tangible benefits to the community.

### **2.2.8.9. Promoting Sustainability**

Stakeholder management plays a crucial role in ensuring the long-term sustainability of water supply projects. According to Pretty (1995), involving stakeholders in the planning and implementation phases fosters a sense of ownership and responsibility. This ownership encourages stakeholders to maintain and sustain the project beyond the initial implementation phase.

Engaging stakeholders can also promote sustainable practices. Research by Sen and Drèze (2017) suggests that when stakeholders are involved in the project, they are more likely to adopt and advocate for sustainable water management practices. This involvement helps ensure the longevity and success of the project by integrating sustainable approaches into the project's framework.

### **2.2.9. Challenges in Stakeholder Management**

Stakeholder management is crucial for the success of community drinking water supply projects, yet it is fraught with numerous challenges that can hinder project progress and outcomes. This review examines the primary challenges associated with stakeholder management in these projects, drawing insights from recent studies and expert opinions.

Despite its significance, stakeholder management in community water supply projects often encounters several challenges:

#### **2.2.9.1. Limited community Participation**

Research conducted by Michelle L. Lombard and Robin L. Jones (2015) shows that involving stakeholders in decision-making processes improves project outcomes. Active engagement of stakeholders allows their input to tailor projects more effectively to meet community needs, thereby enhancing satisfaction and overall project success.

In numerous instances, community participation is restricted due to insufficient awareness, capacity, and trust in the project (Bhattacharya et al., 2017).

#### **2.2.9.2. Diverse Stakeholder Interest**

One of the main challenges in stakeholder management is managing the diverse interests of stakeholders. Mitchell, Agle, and Wood (1997) emphasize that

stakeholders frequently have conflicting priorities, which can result in disagreements and tension. Balancing these interests requires careful negotiation and compromise.

Another significant challenge is ensuring that all relevant stakeholders are included and adequately represented. According to a study by Reed et al. (2009), marginalized or less vocal groups are often underrepresented in stakeholder engagements. This can lead to decisions that do not fully reflect the needs of the community.

### **2.2.9.3. Political Interference**

Power imbalances among stakeholders pose significant challenges. Cooke and Kothari (2001) research indicates that more powerful stakeholders may dominate the decision-making process, marginalizing weaker or less influential groups. This can result in decisions that do not adequately address the needs of the entire community.

Political interference can also hinder effective stakeholder engagement and decision-making, leading to delays and cost overruns, as noted by Belay and Abrha (2016).

### **2.2.9.4. Communication Barriers**

Effective communication is critical but challenging. According to Rowe and Frewer (2005), differences in language, literacy levels, and access to communication channels can hinder effective information dissemination. Additionally, technical jargon used by project professionals can be confusing for community members.

Misinformation and miscommunication can lead to mistrust and resistance. Walker et al. (2008) highlight that misunderstandings about project goals, benefits, and potential impacts can cause stakeholders to oppose the project, even if it is beneficial.

### **2.2.9.5. Inadequate Institutional Capacity**

Many community stakeholders lack the capacity or resources to engage effectively in the project. The World Bank (2015) points out that limited technical knowledge, financial resources, and organizational skills can hinder meaningful participation and contribution.

Budget limitations can restrict the extent of stakeholder engagement activities. According to research by Dunning (2018), insufficient funding for stakeholder management can result in inadequate communication, limited participatory activities, and insufficient capacity-building initiatives.

Weak institutional capacity within implementing agencies can also impede effective stakeholder management, as highlighted by Mazengia and Reda (2019).

### 2.2.9.6. Cultural and Social Factors

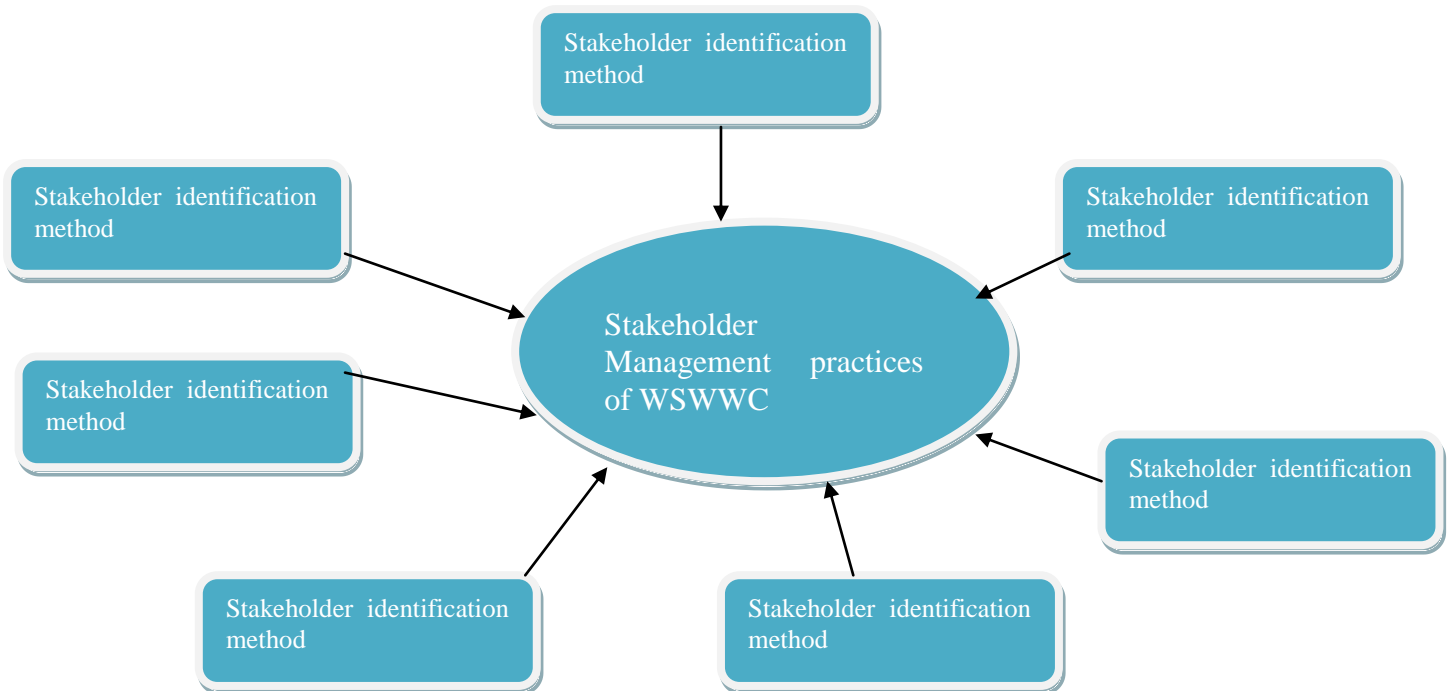
Cultural differences can pose significant challenges in stakeholder management. According to Hofstede (1984), varying cultural norms and values can influence communication styles, decision-making processes, and approaches to conflict resolution, complicating stakeholder interactions.

Social dynamics within the community, such as gender roles, social hierarchies, and local politics, can also influence stakeholder engagement. Pretty (1995) notes that these dynamics affect who participates in the process, how decisions are made, and the level of community support for the project.

## 2.3. Conceptual Framework

The study assesses the stakeholder management practice of WSWWC. The proposed framework for this research is illustrated in the figure below. It shows assessing the stakeholder management practices with the following stakeholder management issues.

**Figure 2.1. Conceptual Framework**



Source: prepared by researcher, 2024

## **CHAPTER THREE**

### **3. METHODOLOGY**

#### **3.1. Research Design**

The primary aim of this research was to assess the Stakeholder Management practices within the Wolaita Soddo Water Works Corporation (WSWWC) for the implementation of Drinking Water projects. The study focused on evaluating the practices of Stakeholder Identification, Stakeholder Analysis, Stakeholder Implementation Strategy Development, and the overall framework of Stakeholder Management within WSWWC.

To achieve this objective, the study employed a descriptive research design. This type of research design systematically describes the current state of the subject under study using both quantitative and qualitative research approaches. According to Ranjit (2019), descriptive research aims to systematically outline a situation, issue, or phenomenon, providing detailed information about it. The primary goal of descriptive research is to depict the current state of affairs, which often involves conducting surveys and various types of fact-finding inquiries (Kothari, 2004). Glass and Hopkins (1984) explain that this type of research involves collecting data that illustrate events and then organizing, tabulating, and describing the gathered information.

#### **3.2. Research approach**

A mixed-methods approach was employed, combining qualitative and quantitative research methods. This mixed research approach, also known as mixed methods research, integrates both qualitative and quantitative methods to provide a comprehensive analysis of a research problem. By combining these two approaches, researchers can leverage the strengths of each method, allowing for a more robust and nuanced understanding of the research subject.

#### **3.3. Population**

The target population for this study included all stakeholders involved in the community water supply project of the Wolaita Soddo Water Works Corporation (WSWWC). A structured questionnaire was distributed to stakeholders of the Gununo-Takacha Community Drinking Water Project to gather quantitative and semi-

Structured interviews are held to gather qualitative data on the management practices of WSWWC.

### **3.4. Sampling Method**

The researchers employed a stratified random sampling method to select samples from the population for the quantitative survey. This approach involved identifying different stakeholder groups involved in or affected by community drinking water supply projects in Wolaita Sodo, such as local communities, government agencies, NGOs, private sector entities, academic institutions, and civil society organizations. The population of stakeholders was stratified into distinct groups based on their characteristics or roles in the water supply projects. From each stratum, a representative sample of stakeholders was randomly selected to ensure adequate representation of each stakeholder group in the sample. This allowed for comparisons and analyses across different stakeholder perspectives.

By using stratified random sampling, the researchers systematically selected a representative sample of stakeholders from diverse groups involved in community drinking water supply projects in Wolaita Sodo. This method facilitated rigorous data collection and analysis, leading to robust insights into stakeholder management practices within the organization.

The sample size for each stratum was determined based on factors such as the size of the population, desired levels of precision and available resources for data collection. For example, from the community members served by the Gununo-Takacha Community Drinking Water Project, 202 community members were randomly selected. Similarly, representatives from local government and administration bodies, project managers, representatives from the WSWWC, and representatives from the construction consultant firm were selected. The total sample size included 202 community members and 18 staff members from a population of 25,300 community members and 180 staff members, respectively.

The study utilized a questionnaire survey targeting community members and WSWWC staff, and interviews targeting local government authorities, project managers, the construction consultant firm, and the WSU as a donor of finance. This comprehensive approach ensured a thorough understanding of stakeholder

management practices across various stakeholder groups involved in the community drinking water supply projects.

### **3.5. Methods of Data Collection**

Data for the study was gathered from both primary and secondary sources. Primary data refers to information collected first-hand, specifically generated for answering the current research questions. It includes methods like observation, interviews, questionnaires, depth interviews, and content analysis (Kothari, 2004). Secondary data, on the other hand, refers to information that has already been collected for other purposes and is readily available, such as data from journals, existing reports, books, and statistics by government agencies and authorities (Saunders et al., 2009).

The study utilized both primary and secondary data sources to facilitate the interpretation of data and address specific research issues, particularly focusing on stakeholder management practices. For primary data collection, the study employed questionnaires and interviews. Questionnaires were administered to community members, staff, and other relevant stakeholders involved in the community drinking water supply projects. Interviews were conducted with local government authorities, project managers, the construction consultant firm, and the WSU as a donor of finance.

Secondary data were collected through document analysis of project reports and existing stakeholder management policies and practices. This approach allowed the researchers to gather comprehensive information from various perspectives and sources, enhancing the validity and reliability of the study findings.

### **3.6. Methods of Data Analysis**

The analysis of data involves organizing and presenting the data in a structured manner to facilitate understanding and draw valid conclusions based on empirical evidence (Artit, 2012). This process is crucial for bringing order, structure, and meaning to the mass of collected data, aligning with the statement of the problem, research objectives, and research questions.

In this study, the data collected through questionnaires will be analyzed using descriptive statistics in SPSS. Descriptive statistics are chosen because they are well-suited for fact-finding and survey-based research, helping to present and interpret the

collected data effectively. Descriptive analysis will be used to summarize the main characteristics of the data, such as frequencies, averages, and other measures, providing a clear overview of the stakeholder management practices in the Wolaita Sodo Water Works Corporation (WSWWC) community drinking water supply projects.

### **3.7. Validity of the Study**

Validity in research pertains to how accurately a study measures or reflects the concept or phenomenon it aims to assess, ensuring credibility and trustworthiness. In this study assessing stakeholder management practices in community drinking water supply projects, validity is ensured by making sure that the research instruments or questionnaires adequately cover all relevant aspects of stakeholder management practices. Additionally, rigorous methodological strategies are implemented to enhance the credibility, robustness, and applicability of the study. These efforts are essential for establishing the validity of the research findings.

### **3.8. Reliability**

Reliability in research refers to the consistency and stability of measurements or findings across different conditions, observers, and over time. It is crucial for ensuring the validity and credibility of research findings. In this study, reliability is addressed by employing a descriptive research design that promotes reliability. This includes using standardized protocols, validated instruments, and rigorous methodologies. Additionally, employing a mixed-methods approach for data collection helps triangulate findings, thereby enhancing the reliability of the study. These strategies are essential for ensuring that the research findings are dependable and robust.

### **3.9. Ethical Consideration**

When researching stakeholder management practices in community drinking water supply projects, such as those managed by Wolaita Sodo Water Works Corporation, it is crucial to address several ethical considerations to protect participants and maintain research integrity. Key ethical considerations include:

- Ensuring that all participants, including community members, stakeholders, and employees of the Wolaita Sodo Water Works Corporation, have a clear understanding of the research's purpose, risks, benefits, and procedures.

- Safeguarding the confidentiality of participants' identities and the sensitive information they share during interviews and surveys.
- Acknowledging and respecting the cultural norms, values, and practices prevalent within the Wolaita Sodo community.
- Treating all participants fairly and equitably, regardless of socio-economic status, gender, ethnicity, or other distinguishing characteristics.
- Avoiding any form of discrimination or bias in the selection of participants, as well as in the processes of data collection, analysis, and interpretation.

## **CHAPTER FOUR**

### **4. DATA ANALYSIS, PRESENTATION AND DISCUSSION**

#### **4.1. Introduction**

This chapter analyzes and discusses the findings of the research study, including response rates, demographic details of respondents, and findings related to the research objectives. The study aims to evaluate the stakeholder management practices of WSWWC and identify challenges the organization faces in community drinking water supply projects. The target population included 224 community members and WSWWC staff. Questionnaires were distributed via email to staff and as paper-based forms to community members. Of these, 202 respondents completed and returned the questionnaires, resulting in a 90.2% response rate. The researcher assured respondents that their information would remain confidential and their responses anonymous.

The questionnaire addressed key aspects of stakeholder management practices such as awareness, communication, engagement, transparency, accountability, satisfaction, conflict resolution, and resource allocation. Adjustments can be made to the questionnaire to better align with specific research objectives or stakeholder characteristics. Data from the questionnaires were analyzed using SPSS. Additionally, the study's findings were supported by semi-structured interviews with key project stakeholders and a review of relevant project documents. This comprehensive approach provides an in-depth understanding of the research objectives.

#### **4.2. Response Rate**

The questionnaires were sent to a total of 224 respondents. 202 have filled successfully while 22 have not responded or not successfully completed in the system. Table 4.1 summarizes the response rate.

**Table 4. 1: Response Rate**

Response	Frequency	Percent (%)
Responded	202	90.2%
Not responded	22	9.8%
Total	224	100%

Source: own survey, 2024

### **4.3. Demographic information of respondents**

The researcher collected the data and divided it into several sections based on the respondents' demographic information. The responses were grouped using tabulation to facilitate comparison across various demographic characteristics, including sex and age

**Table 4. 2: Demographic information of respondents**

Demographic Variable	Option	Frequency	Percent (%)
Gender	Male	138	68.4%
	Female	64	31.6%
Age	18-25	0	0
	26-35	115	56.9%
	36-45	80	39.6%
	46-55	4	2%
	56 and above	3	1.5%

Source: own survey, 2024

#### **4.3.1. Gender**

The above Table 4.2 data reveals a significant male dominance compared to female participation. Out of the 202 respondents who completed and returned the questionnaire, 138 were men and 64 were women, making up 68.4% and 31.6% of the respondents, respectively. Since the research was conducted using a census method, it is clear that men are more represented than women.

#### **4.3.2. Age**

The above Table 4.2 data shows the majority of respondents, 56.9%, fall within the age range of 26 to 35. The next largest group, comprising 39.6%, is aged 36 to 45.

Those aged 46 to 55 make up 2%, and the remaining 1.5% is over 56. There were no respondents in the 18 to 25 age group.

#### 4.4. Stakeholder Management Issues

##### 4.4.1. Awareness and Communication

**Table 4. 3: Awareness and communication**

Questions	Responses	Frequency	Percent (%)
How aware are you of the community drinking water supply projects managed by the Wolaita Sodo Water Works Corporation?	Extremely aware	54	26.7%
	Very aware	95	47%
	Moderately aware	26	12.9%
	Somewhat aware	20	9.9%
	Not aware at all	2	3.5%
How effective are the communication channels utilized by the Wolaita Sodo Water Works Organization in reaching stakeholders? (e.g., meetings, newsletters, social media, etc.):	Very effective	50	24.7%
	Effective	111	55%
	Neutral	37	18.3%
	Ineffective	4	2%
	Very ineffective	0.00	0%
How would you rate the accessibility of information about water supply projects provided by the organization?	Very accessible	22	11%
	Accessible	114	56.4%
	Neutrally	57	28.2%
	Inaccessible	9	4.4%
	Very inaccessible	0.00	0%
Rate the clarity of communication from the Wolaita Sodo Water Works Organization regarding project objectives, progress, and outcomes	Excellent	13	6.4%
	Good	121	60%
	Fair	54	26.7%
	Poor	10	5%
	Very poor	4	1.9%

The respondents were asked to assess their level of awareness regarding the community drinking water supply projects managed by the Wolaita Sodo Water Works Corporation. Table 4.7 illustrates the response statistics: Very aware (47%): Nearly half of the stakeholders have a solid understanding of the projects, indicating effective communication and engagement strategies. Extremely aware (26.7%): A substantial portion of stakeholders are highly informed about the projects, which is a positive sign of successful stakeholder management.

Effective communication is closely linked to project success. Research by David Gray and Fiona Jackson (2016) found that organizations with strong communication strategies achieve better project outcomes, including meeting project goals and stakeholder expectations. The findings reveal that a combined 73.7% of stakeholders are either very aware or extremely aware of the projects, suggesting that the Wolaita Sodo Water Works Corporation (WSWWC) has effective communication strategies for disseminating information about its projects. Overall, WSWWC has been successful in making the majority of stakeholders aware of their community drinking water supply projects. Effective communication strategies in community projects involve clear, timely, and transparent information dissemination. WSWWC's success in achieving high stakeholder awareness is likely due to practices such as regular updates, community meetings, and using local media and community leaders to spread information.

#### **4.4.2. Communication Channel Effectiveness**

The respondents were asked their assessment on the Communication Channel Effectiveness of the community drinking water supply projects managed by the Wolaita Sodo Water Works Corporation Table 4.7 depicted the respondent's response statistics. Very effective (24.7%): A significant portion of stakeholders find the communication channels highly effective.

This indicates that some methods are particularly well-received and impactful. Utilizing multiple communication channels ensures information accessibility. According to Robert J. Heath (2014), organizations that use a variety of communication methods (e.g., public meetings, social media, printed materials) can effectively reach different stakeholder groups, ensuring comprehensive information

dissemination. So, for this study, effectiveness of communication is effective as (55%) of the respondents responded.

WSWWC uses community meetings, newsletters, social media, and direct consultations to reach stakeholders<sup>1</sup>. This response indicates that WSWWC employs a multi-channel approach to communication, which is beneficial for reaching a wide audience.

Table 4.3 above shows respondents multiple responses set regarding the information accessibility levels within WSWWC about community drinking water supply projects. Very accessible (11%): A small portion of stakeholders find the information about water supply projects very accessible, indicating some highly effective channels or methods. Accessible (56.4%): A majority of stakeholders finds the information accessible, suggesting that overall; the organization is successful in making project information available to most stakeholders. WSWWC ensures information is easily accessible by providing updates through various channels, allowing stakeholders to stay informed about project developments<sup>2</sup>.

Accessible information correlates with successful project outcomes. David Gray and Fiona Jackson (2016) found that organizations with high levels of information accessibility tend to achieve better project results, as stakeholders are well-informed and can provide valuable feedback and support.

The above result about accessibility level of information about community water supply project managed by WSWWC implies that a majority of stakeholders find the information about water supply projects provided by the Wolaita Sodo Water Works Organization accessible, with 67.4% rating it as very accessible or accessible. However, there is a notable portion (28.2%) that is neutral, and a small percentage (4.4%) who finds the information inaccessible. By focusing on enhancing accessibility, identifying and addressing barriers, and continuously improving communication methods, WSWWC can ensure that all stakeholders have easy access to essential information about water supply projects.

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<sup>1</sup> Interview with Gununo Hamus Town Administration Mayor office, Client of Gununo-Takacha Water Project

<sup>2</sup> Interview with Gununo Hamus Town Administration Water and Sanitation Utility Manager, Stakeholder of Gununo-Takacha Water Project.

#### 4.4.3. Communication Clarity

The above Table 4.3 contains questions and stakeholder's responses related to the Communication Clarity level WSWWC. Excellent (6.4%): A small percentage of stakeholders rate the clarity of communication regarding project objectives, progress, and outcomes as excellent, indicating very clear and detailed information. Good (60%): The majority of stakeholders rate the clarity of communication as good, suggesting that overall, the organization effectively communicates project information. Very poor (1.9%): A minimal percentage of stakeholders rate the clarity as very poor, indicating severe issues in communication that need immediate attention.

Communication is generally clear and transparent, with regular updates on project objectives, progress, and outcomes<sup>3</sup>. Positive feedback on clarity and transparency suggests that WSWWC successfully communicates essential project information to stakeholders.

The findings indicate that a majority of stakeholders rate the clarity of communication from the Wolaita Sodo Water Works Corporation as good, there is still room for improvement. By focusing on enhancing clarity, addressing specific issues identified, and continuously improving communication practices, WSWWC can ensure that stakeholders have a clear understanding of project objectives, progress, and outcomes related to community drinking water supply projects. This will ultimately contribute to stronger stakeholder engagement and support for the organization's initiatives. Effective dissemination of information is critical for stakeholder engagement. According to Piotr Matczak and Katarzyna Szczepańska-Woszczyzna (2016), providing clear and accessible information helps stakeholders understand project goals, procedures, and outcomes, fostering better community involvement and support.

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<sup>3</sup> *Interview with Wolaita Sodo University Community Services Coordinator, financial sponsor of Gununo-Takacha Water project.*

#### 4.4.4. Stakeholder Engagement

**Table 4. 4: Stakeholder Engagement**

Questions	Responses	Frequency	Percent (%)
How would you rate the organization's efforts in engaging stakeholders in the planning and decision-making processes of water supply projects?	Very high effort	60	30%
	High effort	115	57%
	Moderate effort	16	8%
	Low effort	6	3%
	Very low effort	5	2%
To what extent are stakeholders involved in the decision-making processes related to community drinking water supply projects?	Actively involved	77	38%
	Somewhat involved	70	34%
	Neutral	47	23.3%
	Not involved	6	5%
	Not involved at all	2	1%
How satisfied are you with the level of stakeholder involvement in decision-making processes?	Very satisfied	47	23.3%
	Satisfied	124	61.4%
	Neutral	16	7.9%
	Dissatisfied	10	5%
	Very dissatisfied	5	2.4%

The respondents were asked their assessment on the Stakeholder Engagement Efforts of the Corporation, Stakeholder Involvement in Decision-Making and Stakeholder Satisfaction with Involvement in Decision-Making about community drinking water supply projects managed by the Wolaita Sodo Water Works Corporation Table 4.4. depicted the respondent's response statistics. The respondent's response statistics about Stakeholder Engagement Efforts of the Corporation shows that Very high effort (30%): A significant portion of stakeholders perceive the organization's efforts in engaging them in the planning and decision-making processes as very high. This suggests a strong commitment to involving stakeholders. High effort (57%): The majority of stakeholders believe that the organization puts in high effort in engaging them in these processes, indicating proactive engagement practices. WSWWC's

engagement practices are generally effective, as stakeholders feel heard and valued, resulting in improved project outcome<sup>4</sup>. Positive feedback on engagement effectiveness suggests that stakeholders perceive their participation as meaningful and impactful.

This result indicates that a majority of stakeholders perceive the Wolaita Sodo Water Works Corporation's efforts in engaging them in planning and decision-making processes as high or very high. By focusing on enhancing engagement, addressing specific concerns identified, and continuously improving stakeholder management practices, WSWO can ensure that stakeholders are effectively involved in and supportive of community drinking water supply projects. This will contribute to stronger community relationships and more successful project outcomes. Research by Michelle L. Lombard and Robin L. Jones (2015) demonstrates that stakeholder involvement in decision-making leads to better project outcomes. When stakeholders are actively engaged, their input can help tailor projects to meet community needs more effectively, resulting in higher satisfaction and project success.

The respondent's response statistics about Stakeholder Involvement in Decision-Making shows that actively involved (38%): A significant portion of stakeholders are actively involved in the decision-making processes related to community drinking water supply projects. WSWWC actively seeks input from diverse stakeholders, such as local residents, community leaders, government officials, and marginalized groups, through targeted outreach and inclusive participation strategies<sup>5</sup>.

Proactive efforts to include diverse groups demonstrate a commitment to broad-based stakeholder engagement.

This result indicates that a majority of stakeholders report being actively or somewhat involved in decision-making processes related to community drinking water supply projects. By focusing on enhancing involvement, addressing specific concerns identified, and continuously improving stakeholder management practices, the Wolaita Sodo Water Works Corporation can ensure that stakeholders are effectively engaged in decision-making and supportive of project outcomes. This will contribute to stronger community relationships and more successful implementation of water supply projects.

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<sup>4</sup> Interview with Wolaita Sodo University Community Services Coordinator, financial sponsor of Gununo-Takacha Water project.

<sup>5</sup> Interview with Wolaita Sodo University Community Services Coordinator, financial sponsor of Gununo-Takacha Water project.

The respondent's response statistics Stakeholder Satisfaction with Involvement in Decision-Making shows Very satisfied (23.3%): A significant portion of stakeholders are very satisfied with the level of involvement in decision-making processes. This indicates that they feel their input is valued and considered. Satisfied (61.4%): The majority of stakeholders are satisfied with the level of involvement in decision-making processes. The majority of stakeholders are *satisfied* with the engagement and inclusiveness measures undertaken by the organization. They recognize and value the organization's dedication to taking their input into account and addressing their issues<sup>6</sup>. High satisfaction levels indicate that WSWWC's efforts are well-received and effective in meeting stakeholder expectations. A study by David B. Abramson and Rachel D. Redlener (2016) emphasizes that involving stakeholders in decision-making fosters a sense of ownership and responsibility toward the project. This ownership can lead to more sustainable and long-lasting outcomes, as community members are more likely to support and maintain the project.

The findings imply that the combined 84.7% of stakeholders who are very satisfied or satisfied with the level of involvement in decision-making processes indicates generally positive stakeholder management practices. This suggests that stakeholders feel they have meaningful opportunities to participate. The 15.3% of stakeholders who are neutral, dissatisfied, or very dissatisfied highlight areas needing improvement. This includes enhancing transparency, ensuring inclusivity, and providing meaningful opportunities for input. The small percentages who are dissatisfied or very dissatisfied indicate specific areas where the organization should focus to enhance stakeholder engagement practices. Inclusivity in decision-making processes ensures that diverse perspectives are considered. Research by Carla S. Freeman and Mark P. Thomas (2017) highlights that involving a wide range of stakeholders, including marginalized groups, leads to more comprehensive and equitable decision-making, addressing the needs of the entire community.

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<sup>6</sup> Interview with Gununo Hamus Town Administration Water and Sanitation Utility Manager, Stakeholder of Gununo-Takacha Water Project..

#### 4.4.5. Transparency and Accountability

**Table 4. 5: Transparency and Accountability**

Questions	Responses	Frequency	Percent (%)
How transparent is the organization in sharing information about project plans, budgets, and outcomes with stakeholders?	Extremely transparent	19	9.4%
	Very transparent	47	23.2%
	Moderately transparent	101	50%
	Somewhat transparent	23	11.3%
	Not transparent at all	12	6.1%
Rate the organization's accountability in addressing stakeholder grievances or complaints related to water supply projects:	Extremely accountable	29	14.3%
	Very accountable	96	47.5%
	Moderately accountable	55	27.2%
	Somewhat accountable	18	9%
	Not accountable at all	4	2%

Table 4.5 above shows respondents multiple responses set regarding transparency and accountability of WSWWC. The respondent's response statistics about transparency of WSWWC in sharing information about project plans, budgets, and outcomes with stakeholders Somewhat transparent (11.3%): A small portion of stakeholders perceive the organization as somewhat transparent in sharing information. This indicates that while efforts are made, there is room for improvement. Moderately transparent (50%): A majority of stakeholders believe that the organization is moderately transparent in sharing information. This suggests that stakeholders receive a reasonable amount of information, but there may be areas where clarity or detail could be improved. Very transparent (23.2%): A significant portion of stakeholders perceive the organization as very transparent in sharing information.

The result indicates that the combined 82.6% of stakeholders who perceive the organization as very or extremely transparent indicates generally positive stakeholder management practices. This suggests that stakeholders feel well-informed and trust the information they receive.

The respondent's response statistics about accountability of WSWWC in addressing stakeholder complaints related to water supply projects. Moderately accountable (27.2%): A considerable portion of stakeholders believe that the organization is moderately accountable in addressing grievances or complaints. This suggests that stakeholders feel their concerns are generally acknowledged and addressed. Very accountable (47.5%): A majority of stakeholders perceive the organization as very accountable in addressing grievances or complaints. This indicates that stakeholders feel their concerns are taken seriously and addressed promptly. Extremely accountable (14.3%): A significant percentage of stakeholders believe that the organization is extremely accountable in addressing grievances or complaints. This suggests that there are very high levels of responsiveness and accountability in the organization.

This finding implies that the combined 61.8% of stakeholders who perceive the organization as very or extremely accountable indicates generally positive stakeholder management practices. This suggests that stakeholders feel their concerns are heard and addressed effectively. The small percentage who perceives accountability as not accountable at all suggests specific areas where the organization should focus to enhance stakeholder trust and engagement.

#### 4.4.6. Conflict resolution

**Table 4. 6: Conflict Resolution**

Factors	Response	Frequency	Percent (%)
How would you rate the organization's effectiveness in resolving conflicts or disputes among stakeholders related to water supply projects?	Very effective	57	28.2%
	Effective	104	51.3%
	Neutral	32	15.8%
	Ineffective	6	3%
	Very ineffective	3	1.7%
How does the Wolaita Sodo Water Works Organization handle conflicts or disagreements with stakeholders?	Through open dialogue and negotiation	125	62%
	Through formal mediation processes	56	27.7%
	By ignoring conflicts	21	10.3%
	Other (please specify)	0	0%
How satisfied are you with the effectiveness of conflict resolution mechanisms employed by the organization?	Very satisfied	54	26.7%
	Satisfied	113	56%
	Neutral	30	15%
	Dissatisfied	3	1.5%
	Very dissatisfied	2	0.8%

Table 4.6. Above shows respondents multiple responses set regarding conflict resolution effectiveness, conflict resolution methods and satisfaction of stakeholders with the effectiveness of conflict resolutions mechanisms employed by WSWWC accountability of WSWWC. The respondent's response statistics about conflict resolution effectiveness of WSWWC effectiveness rating: Very effective (28.2%): A significant percentage of stakeholders believe that the organization is very effective in resolving conflicts or disputes among stakeholders related to water supply projects. This indicates that stakeholders perceive that conflicts are managed well and resolved satisfactorily. Effective (51.3%): The majority of stakeholders believe that the organization is effective in resolving conflicts or disputes among stakeholders.

WSWVO employs various mechanisms like open discussions, negotiation, mediation, and formal dispute resolution procedures. These mechanisms are typically effective, with most conflicts being resolved in a mutually satisfactory approach<sup>7</sup>.

This result shows that the combined 79.5% of stakeholders who believe that the organization is very effective or effective in resolving conflicts or disputes indicates generally positive perceptions. This suggests that stakeholders feel their concerns are heard and addressed effectively. The 19.5% of stakeholders who are neutral, ineffective, or very ineffective highlight areas needing improvement. This includes enhancing conflict resolution processes, ensuring all conflicts are addressed promptly, and providing satisfactory resolutions. The small percentage who believes that the organization is ineffective or very ineffective suggests specific areas where the organization should focus to enhance stakeholder trust and satisfactions. According to a study by Joshua Weiss and William Ury (2016), organizations that can't resolve conflicts efficiently don't prevent disruptions and maintain project momentum, leading to better overall outcomes.

The respondent's response statistics about conflict resolution methods used by WSWWC Through open dialogue and negotiation (62%): A majority of stakeholders believe that the Wolaita Sodo Water Works Corporation handles conflicts or disagreements with stakeholders through open dialogue and negotiation. This method emphasizes transparency and cooperation in resolving issues. Through formal mediation processes (27.7%): A significant percentage of stakeholders believe that conflicts are handled through formal mediation processes.

The findings indicate that the majority of stakeholders identify open dialogue and negotiation as the primary method for handling conflicts, which is generally seen as a positive and collaborative approach. The use of formal mediation processes for a significant portion of conflicts indicates that the organization has structured mechanisms in place to address more complex disputes. The percentage of stakeholders who believe that conflicts are ignored suggests that there are areas where improvements can be made in addressing all conflicts promptly and effectively. Effective conflict resolution fosters a culture of open communication. According to Morton Deutsch and Peter T. Coleman (2016), organizations that encourage open

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<sup>7</sup> Interview with Gununo Hamus Town Administration Mayor office, Client of Gununo-Takacha Water Project.

dialogue and address conflicts transparently create an environment where stakeholders feel heard and valued, reducing the likelihood of future disputes.

The respondent's response statistics about stakeholders Satisfaction with Conflict Resolution Mechanism employed by WSWWC Very satisfied (26.7%): A significant percentage of stakeholders are very satisfied with the effectiveness of the conflict resolution mechanisms employed by the organization. This indicates that stakeholders feel their conflicts are well-managed and resolved satisfactorily. Satisfied (56%): The majority of stakeholders are satisfied with the effectiveness of the conflict resolution mechanisms.

This stakeholder's satisfaction level findings show that a majority of stakeholders are satisfied with the effectiveness of the conflict resolution mechanisms employed by the Wolaita Sodo Water Works Corporation. By focusing on enhancing satisfaction, addressing specific concerns identified, and continuously improving conflict resolution practices, the organization can ensure that stakeholders feel heard, respected, and supportive of community drinking water supply projects. This will contribute to stronger community relationships and more successful project outcomes. When conflicts are resolved effectively, community engagement and satisfaction increase. Research by Mary Parker Follett (2019) highlights those stakeholders who see their disputes resolved fairly are more likely to remain engaged and supportive of the project.

#### 4.4.7. Resources Allocation

**Table 4. 7: Resources Allocation**

Factors	Responses	Frequency	Percent (%)
How would you rate the organization's allocation of resources (financial, human, and technical) to meet the needs and expectations of stakeholders in water supply projects?	Very effective allocation	64	32%
	Effective allocation	62	30.7%
	Neutral allocation	54	26.7%
	Ineffective allocation	13	6.4%
	Very ineffective allocation	9	4.2%
How the organization does prioritize stakeholder interests when allocating resources for water supply projects?	Extensively	70	34.6%
	Highly	102	50.5%
	Moderately	19	9.4%
	Minimally	11	5.5%
	Not at all	0	0%

The respondents were asked their assessment on the resources allocation effectiveness of the Corporation among stakeholders in case of community drinking water supply projects managed by the Wolaita Sodo Water Works Corporation Table 4.7. depicted the respondent's response statistics. Very effective allocation (32%): A significant percentage of stakeholders believe that the organization effectively allocates resources (financial, human, and technical) to meet the needs and expectations of stakeholders in water supply projects. Effective allocation of resources ensures optimal utilization, leading to project success. WSWWC utilizes a combination of needs assessment, stakeholder consultation, and strategic planning to allocate resources in an efficient manner<sup>8</sup>.

This indicates a structured and inclusive approach to resource allocation, ensuring that resources are distributed based on identified needs and stakeholder input.

According to (Kiteme et al., 2013), Engaging with stakeholders, including local communities, government agencies, and non-governmental organizations, can facilitate resource mobilization and support for the project This indicates that

<sup>8</sup> Interview with Wolaita Sodo University Community Services Coordinator, financial sponsor of Gununo-Takacha Water project..

stakeholders recognize the resources are well-managed and utilized effectively by WSWWC. In addition, a study by Jeffrey K. Pinto and Dennis P. Slevin (2017) emphasizes that organizations that strategically allocate financial, human, and technical resources can better manage project constraints and achieve their objectives.

#### 4.4.8. Stakeholder Satisfaction with Management Practices

**Table 4. 8: Stakeholder Satisfaction with Management Practices**

Factors	Responses	Frequency	Percent (%)
Overall, how satisfied are you with the stakeholder management practices of the Wolaita Sodo Water Works Corporation?	Very satisfied	53	26.2%
	Satisfied	108	53.5%
	Neutral	33	16.3%
	Dissatisfied	5	2.5%
	Very dissatisfied	3	1.5%
To what extent do you believe that the organization's stakeholder management practices contribute to the success and sustainability of community drinking water supply projects?	To a very large extent	87	43.1%
	To a large extent	52	25.7%
	To a moderate extent	43	21.3%
	To a small extent	13	6.4%
	Not at all	7	3.5%

Table 4.7, above shows that Satisfied (53.5%): A majority of stakeholders are satisfied with the stakeholder management practices of the organization. This indicates overall positive perceptions of how stakeholders are managed and engaged. Very satisfied (26.2%): A significant percentage of stakeholders are very satisfied with the stakeholder management practices of community water supply project managed by WSWWC. This suggests that stakeholders feel well-managed, respected, and involved in decision-making processes. Effective resource allocation helps in meeting stakeholder expectations. According to a study by Edward Freeman and John McVea (2016), organizations that align their resources with stakeholder needs are more likely to achieve stakeholder satisfaction and project success.

#### **4.5. Assessing the Stakeholder Management Practices within WSWWC**

This study aimed to assess the actual stakeholder management practices of community water supply project managed by WSWWC. The research result has found the following major points. Generally, WSWWC, stakeholder management practices are found to be at effective in terms of stakeholder awareness and communication, stakeholder engagement and inclusivity, transparency and accountability to stakeholder, conflict resolution and resource allocation.

The findings from interviews with WSWWC and document analysis show that a proactive approach to stakeholder engagement, emphasizing transparency and regular communication. WSWWC engage stakeholders through regular community meetings, newsletters, social media updates, and direct consultations. They prioritize open communication and transparency. WSWWC engages with stakeholders regularly, holding monthly meetings, conducting periodic surveys, and maintaining ongoing communication through various channels. Regular and varied engagements methods help maintain ongoing communication and stakeholder involvement throughout the project lifecycle. WSWWC engages stakeholders through public meetings, workshops, focus groups, and direct consultations.

##### **4.5.1. Stakeholder Identification Method of WSWWC**

Stakeholder identification is the process of determining who the stakeholders are in a project, understanding their interests, influence, and potential impact on the project and categorizing them into key groupings and sub-groupings (Freeman, 1984). In the context of community drinking water supply projects, stakeholder identification is a critical step in ensuring the success and sustainability of the project. WSWWC identifies its stakeholders through a variety of methods, including surveys, public meetings, consultations with community leaders, and reviews of project documents.<sup>9</sup> Multiple methods for stakeholder identification suggest a thorough and inclusive approach, ensuring that all relevant parties are considered in the project planning and execution phases.

##### **4.5.2. Stakeholder Analysis Method of WSWWC**

Stakeholder analysis exercise was conducted aiming to understand the complexity of stakeholder relations. Stakeholder analysis tool was employed to determine

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<sup>9</sup> Interview with Wolita Sodo Water Works Corporation community water projects Coordinator

stakeholder relationship and their relative importance to the project, with importance determined in turn by a combination of three factors: power, proximity and urgency. The outcome of a stakeholder analysis was displayed in a visual format, e.g. a matrix or a set of diagrams (Bourne, 2009; Caribbean Natural Resource Institute, 2004). Stakeholder analysis in the context of community drinking water supply projects involves assessing the interests, influence, needs, and potential impact of various stakeholders on the project. WSWWC follows a structured approach that includes identifying its stakeholders, assessing their influence and interests, and then prioritizing how to engage with them<sup>10</sup>. This helps align project goals with stakeholder expectations. The use of a structured framework indicates a systematic approach to stakeholder management, which is crucial for project success.

#### **4.5.3. Stakeholder Management Implementation Strategy Development of WSWWC**

A stakeholder strategic plan was developed from the finding of a water resources project stakeholder analysis. The stakeholder strategic plan aims are to avoid project failure and to co-operate stakeholder's capabilities to contribute as effective as possible (SSWM, 2011). Based on the project stakeholder typology, four generic strategies for managing stakeholder are identified (Savage et. al., 1991). The Wolaita Sodo Water Works Corporation (WSWWC) has implemented a comprehensive stakeholder management strategy for its community drinking water supply projects. This strategy aims to ensure effective engagement, collaboration, and communication with all relevant stakeholders, enhancing project success and sustainability. The WSWWC's stakeholder management implementation strategies for community drinking water supply projects are comprehensive and adaptive. It involves thorough stakeholder identification and analysis, strategic engagement planning, inclusive participation, effective communication, trust-building, conflict management, and continuous monitoring and improvement.

#### **4.5.4. Major challenges WSWWO face in the course of managing stakeholder**

Recognizing the challenges underscores the complexity involved in stakeholder management. The strategies mentioned demonstrate WSWWC's commitment to addressing these issues through active engagement and adaptability. Some of the key

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<sup>10</sup> Interview with Wolaita Sodo Water Works Corporation community water projects Coordinator

challenges WSWWC faces include managing diverse stakeholder interests, limited resources, and resistance to project changes. WSWWC addresses these challenges through regular stakeholder meetings, conflict resolution procedures, and the flexibility to adjust project plans as needed.

## **CHAPTER FIVE**

### **5. SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION**

#### **5.1. Summary of Finding**

The aim of this study was to assess the stakeholder management practices of the Wolaita Water Works Organization in community drinking water supply projects. To achieve this, the study employed a descriptive research design to evaluate the extent of the organization's stakeholder management practices in terms of stakeholder identification, stakeholder analysis, stakeholder implementation strategy development, and the overall stakeholder management framework used by the Wolaita Sodo Water Works Corporation (WSWWC).

The study utilized a quantitative approach to collect, organize, and analyze the data. The target population for the study consisted of all stakeholders involved in the community water supply projects of the Wolaita Sodo Water Works organization.

The researcher employed stratified random sampling to systematically select a representative sample of stakeholders from diverse groups involved in the community drinking water supply projects in Wolaita Sodo. Based on factors such as the size of the population, the desired level of precision, and the resources available for data collection, the sample size included 202 community members from a total population of 25,300, and 18 staff members from a total population of 180.

The data was collected from both primary and secondary sources. The data gathered through questionnaires was analyzed using descriptive statistics in SPSS. The descriptive analysis was used to present and interpret the collected data, as the research required fact-finding and a form of surveying.

The questionnaire was completed and returned by 202 respondents, of which 138 were men (68.4%) and 64 were women (31.6%). The data revealed that 56.9% of the respondents were aged between 26-35 years, 39.6% were 36-45 years old, 2% were 46-55 years old, and 1.5% were over 56 years old.

The results showed that the WSWWC has generally been successful in making the majority of stakeholders aware of their community drinking water supply projects. A significant portion of stakeholders find the communication channels used by the

organization to be highly effective. This indicates that some of the communication methods employed is particularly well-received and impactful.

Organizations that maintain high levels of information accessibility tend to achieve better project outcomes due to their stakeholders being well-informed. The findings suggest that the WSWWC's efforts in this regard have been successful in engaging and informing its stakeholders.

By focusing on enhancing accessibility, identifying and addressing barriers, and continuously improving communication methods, WSWWC can ensure that all stakeholders have easy access to essential information about water supply projects.

A majority of stakeholders rate the clarity of communication from the Wolaita Sodo Water Works Corporation (WSWWC) as good, there is still room for improvement.

By focusing on enhancing clarity, addressing specific issues identified, and continuously improving communication practices, WSWC can ensure that stakeholders have a clear understanding of project objectives, progress, and outcomes related to community drinking water supply projects. The result indicates that a majority of stakeholders perceive the Wolaita Sodo Water Works Corporation (WSWWC) efforts in engaging them in planning and decision-making processes as high or very high. By focusing on enhancing engagement, addressing specific concerns identified, and continuously improving stakeholder management practices, Wolaita Sodo Water Works Corporation (WSWWC) can ensure that stakeholders are effectively involved in and supportive of community drinking water supply projects.

The study indicates that a majority of stakeholders report being actively or somewhat involved in decision-making processes related to community drinking water supply projects. By focusing on enhancing involvement, addressing specific concerns identified, and continuously improving stakeholder management practices, the Wolaita Sodo Water Works Organization can ensure that stakeholders are effectively engaged in decision-making and supportive of project outcomes. This will contribute to stronger community relationships and more successful implementation of water supply projects. The study shows that the majority of stakeholders are satisfied with their involvement in decision-making processes, indicating positive management practices.

The stakeholders who perceive the organization as very or extremely transparent indicates generally positive stakeholder management practices. This indicates that stakeholders feel their concerns are taken seriously and addressed promptly.

Stakeholders who perceive the organization as very or extremely accountable indicates generally positive stakeholder management practices. This suggests that stakeholders feel their concerns are heard and addressed effectively. The stakeholders feel their concerns are heard and addressed effectively. The findings indicate that the majority of stakeholders identify open dialogue and negotiation as the primary method for handling conflicts, which is generally seen as a positive and collaborative approach. The majority of stakeholders are satisfied with the effectiveness of the conflict resolution mechanisms. This suggests overall positive perceptions of how conflicts are handled. When conflicts are resolved effectively, community engagement and satisfaction increase. A significant percentage of stakeholders believe that the organization effectively allocates resources (financial, human, and technical) to meet the needs and expectations of stakeholders in water supply projects. Effective allocation of resources ensures optimal utilization, leading to project success.

## **5.2. Conclusion**

The Wolaita Sodo Water Works Corporation (WSWWC) has a high level of stakeholder engagement in community drinking water supply projects. The stakeholders rate the organization's communication clarity as good, but there is room for improvement. To ensure stakeholder understanding, WSWWC should focus on enhancing clarity, addressing issues, and continuously improving communication practices. The organization's engagement in planning and decision-making processes is also high, with most stakeholders reporting active involvement. Positive management practices include transparency, accountability, open dialogue, and effective conflict resolution. The organization effectively allocates resources to meet stakeholder needs, leading to project success. Overall, WSWWC's efforts in stakeholder engagement and management practices contribute to stronger community relationships and successful implementation of water supply projects. The stakeholders recognize the resources are well-managed and utilized effectively by WSWWC.

The stakeholders feel well-managed, respected, and involved in decision-making processes. Effective resource allocation helps in meeting stakeholder expectations. The organizations that align their resources with stakeholder needs are more likely to achieve stakeholder satisfaction and project success.

### **5.3. Recommendation**

So as to ensure existence of better Stakeholder management in WSWWC, the following recommendations are forwarded.

- ✓ Organization must strive to increase the consistency of updates and could involve setting up regular communication schedules or using multiple channels to ensure reach.
- ✓ Organization must explore ways to improve the accessibility of information by providing multiple platforms like digital and social media platforms.
- ✓ Organization must provide training and support to staff responsible for involving stakeholders to enhance their skills and effectiveness in conflict resolution.
- ✓ The key success factors for the project include effective communication and engagement with stakeholders, accurate identification of stakeholders, and maintaining and fostering positive relationships. Any actions that could affect these factors should be avoided or managed with care.
- ✓ The organization must identify all relevant stakeholders and provide them with the appropriate level of attention.
- ✓ The organization must collaborate closely with stakeholders to enhance their engagement and strengthen their commitment to the projects.

### **5.4. Research Limitation and Areas of further research**

#### **Areas of Further Research**

While this research contributes to the academic literature, it primarily examines the stakeholder management practices of a specific organization. Future studies should conduct a more in-depth and comprehensive analysis of stakeholder management practices. Additionally, further research should explore the relationship between stakeholder management and other project management knowledge areas, as well as its impact on overall project success.

#### **Research Limitation**

- Collecting data was challenging due to the limited availability of respondents
- The timeframe provided for the research by AAU was very restricted.
- The cost for collecting data was very challenging due to transportation cost

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## APPENDIX

### Questionnaire

This questionnaire is designed to collect quantitative data from stakeholders to assess the stakeholder management practices of the Wolaita Sodo Water Works Organization in the context of community drinking water supply projects. This questionnaire covers key aspects of stakeholder management practices, including awareness, communication, engagement, transparency, accountability, satisfaction, conflict resolution and resource allocation. Adjustments can be made to tailor the questionnaire further based on specific research objectives or stakeholder characteristics.

#### **Assessment of Stakeholder Management Practices Questionnaire**

*Instructions: Please answer the following questions based on your experience and perception of the stakeholder management practices of the Wolaita Sodo Water Works Organization*

#### **Section 1: Demographic Information**

1.1. Gender:

- Male
- Female
- Other( please specify):\_\_\_\_\_

1.2. Age:

- 18-25
- 26-35
- 36-45
- 46-55
- 56 and above

1.3. Occupation:\_\_\_\_\_

1.4. Position (if applicable, e.g., community member, government agency, NGO, Staff, etc.).

\_\_\_\_\_

## **Section 2: Awareness and Communication:**

2.1. How aware are you of the community drinking water supply projects managed by the Wolaita Sodo Water Works Organization?

- Not aware at all
- Somewhat aware
- Moderately aware
- Very aware
- Extremely aware

2.2. How effective are the communication channels utilized by the Wolaita Sodo Water Works Organization in reaching stakeholders? (e.g., meetings, newsletters, social media, etc.):

- Very effective
- Effective
- Neutral
- Ineffective
- Very ineffective

2.3. How often does the Wolaita Sodo Water Works Organization communicate with stakeholders regarding community drinking water supply projects?/ both

- Very frequently
- Frequently
- Occasionally
- Rarely
- Never

2.4. How would you rate the accessibility of information about water supply projects provided by the organization?

- Very accessible
- Accessible
- Neutrally
- Inaccessible
- Very inaccessible

2.5. Rate the clarity of communication from the Wolaita Sodo Water Works Organization regarding project objectives, progress, and outcomes:

- Excellent
- Good
- Fair
- Poor
- Very poor

**Section 3: Stakeholder engagement and inclusivity**

3.1. How would you rate the organization's efforts in engaging stakeholders in the planning and decision-making processes of water supply projects?

- Very high effort
- High effort
- Moderate effort
- Low effort
- Very low effort

3.2. To what extent are stakeholders involved in the decision-making processes related to community drinking water supply projects?

- Actively involved
- Somewhat involved
- Neutral
- Not involved
- Not involved at all

3.3. To what extent does the organization ensure the inclusion of diverse stakeholder groups in project activities and decision-making process?

- Extensively
- Moderately
- Minimally
- Not at all

3.4. How satisfied are you with the level of stakeholder involvement in decision-making processes?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

#### **Section 4: Transparency and Accountability:**

- 4.1. How transparent is the organization in sharing information about project plans, budgets, and outcomes with stakeholders?
- Not transparent at all
  - Somewhat transparent
  - Moderately transparent
  - Very transparent
  - Extremely transparent
- 4.2. Rate the organization's accountability in addressing stakeholder complaints related to water supply projects:
- Not accountable at all
  - Somewhat accountable
  - Moderately accountable
  - Very accountable
  - Extremely accountable

#### **Section 5: Overall Satisfaction**

- 5.1. Overall, how satisfied are you with the stakeholder management practices of the Wolaita Sodo Water Works Organization?
- Very dissatisfied
  - Dissatisfied
  - Neutral
  - Satisfied
  - Very satisfied
- 5.2. To what extent do you believe that the organization's stakeholder management practices contribute to the success and sustainability of community drinking water supply projects?
- Not at all
  - To a small extent
  - To a moderate extent
  - To a large extent
  - To a very large extent

**Section 6: Conflict Resolution:**

6.1. How would you rate the organization's effectiveness in resolving conflicts or disputes among stakeholders related to water supply projects?

- Very effective
- Effective
- Neutral
- Ineffective
- Very ineffective

6.2. How does the Wolaita Sodo Water Works Organization handle conflicts or disagreements with stakeholders?

- Through open dialogue and negotiation
- Through formal mediation processes
- By ignoring conflicts
- Other (please specify)

6.3. How satisfied are you with the effectiveness of conflict resolution mechanisms employed by the organization?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

**Section 7: Resource Allocation:**

7.1. How would you rate the organization's allocation of resources (financial, human, and technical) to meet the needs and expectations of stakeholders in water supply projects?

- Very effective allocation
- Effective allocation
- Neutral allocation
- Ineffective allocation
- Very ineffective allocation

7.2. How does the organization prioritize stakeholder interests when allocating resources for water supply projects?

- Extensively

- Moderately
- Minimally
- Not at all

### **Section 8: Stakeholder Identification**

8.1. How would you rate your level of power in the decision-making processes related to community drinking water supply projects?

- Very high level
- High level
- Moderate level
- Low level
- Very low level

8.2. How would you rate your level of influence in the decision-making processes related to community drinking water supply projects?

- Very high level
- High level
- Moderate level
- Low level
- Very low level

8.3. How would you rate your level of interest in the decision-making processes related to community drinking water supply projects?

- Very high level
- High level
- Moderate level
- Low level
- Very low level

### **9. Additional Comments:**

9.1. Please provide any additional comments or suggestions for improving the stakeholder management practices of the Wolaita Sodo Water Works Organization: \_\_\_\_\_

*Thank you for your participation! Your input is valuable for assessing and improving stakeholder management practices within the organization.*

## **Interview Questions**

### **Interview Question for Wolaita Sodo Water Works Corporation Community Water Supply Projects Coordinator:**

1. How can you describe the current stakeholder management practices employed by WSWWC in community water supply projects?
2. What methods are used by WSWWO to identify stakeholders in community drinking water supply projects?
3. What stakeholder analysis framework is employed by WSWWO in community drinking water supply projects?
4. How can you describe the current stakeholder Management implementation strategy developed by WSWWC in community drinking water supply project?
5. What are the main challenges encountered by WSWWO in managing community water supply project stakeholders?
6. How often and in what ways does WSWWO engage with stakeholders throughout the project lifecycle?
7. How often and in what ways does WSWWO engage with stakeholders throughout the project lifecycle?

### **A. Interview Question for Wolaita Sodo University Community Services Coordinator**

1. How can you describe the mechanisms that WSWWO uses to allocate resources (financial, human, technical) among stakeholders?
2. How effective do you find these resource allocation mechanisms in meeting the needs and expectations of stakeholders?
3. How effective do you find these resource allocation mechanisms in meeting the needs and expectations of stakeholders?
4. How effective do you think WSWWO's stakeholder engagement practices are in achieving meaningful participation from all relevant stakeholders?
5. How clear and transparent do you find the communication from WSWWO regarding project objectives, progress, and outcomes?
6. How frequently does WSWWO communicate with stakeholders about community drinking water supply projects?

**B. Interview Question for Gununo Hamus Town Mayor office**

1. Can you describe the conflict resolution mechanisms that WSWWO employs to address disputes among stakeholders?
2. How effective are these conflict resolution mechanisms in resolving disputes among stakeholders?
3. Can you describe the communication channels used by WSWWO to reach stakeholders in community drinking water supply projects?

**C. Interview Question for Gununo Hamus Town Water and Sanitation Utility**

1. "How satisfied are stakeholders with the level of engagement and inclusiveness provided by WSWWO in community drinking water supply projects?"
2. How does WSWsWO ensure the inclusion of diverse stakeholder groups in the project activities and decision-making process?
3. How accessible is the information provided by WSWWO about water supply projects to stakeholders?
4. How effective is WSWWO in addressing stakeholder concerns and feedback through their communication channels?