



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS

Department of Public Administration and Development Management

**LEVEL OF STAKEHOLDER ENGAGEMENT IN THE
IMPLEMENTATION OF PUBLIC INFRASTRUCTURE PROJECTS AT
LOCAL-LEVEL GOVERNMENT: THE CASE OF LEGA TAFO LEGA
DADI TOWN ADMINISTRATION.**

BY

KETEMA GERBA KITILA

ADVISOR

Dr. SHUMEY B.

This thesis is submitted to the Department of Public Management and Development Management of Addis Ababa University in partial fulfillment of the requirements for the degree of Masters in Public Management and Policy(MPMP).

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This is to certify that the thesis prepared by Ketema Gerba Kitila entitled Level of stakeholder engagement in the implementation of public infrastructure projects at Local-level Government which is submitted in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy(MPMP), complies with the regulation of the University and meets the accepted standards concerning originality and quality.

Approved By Board of Examiners:

Advisor: Dr. Shumey Berihie **Signature:** _____ **Date:** _____

External Examiner _____ **Signature :** _____ **Date:** _____

Internal Examiner _____ **Signature :** _____ **Date:** _____

Chair of the Department of Graduate Program Coordinator

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ABSTRACT

This study aims to assess the level of stakeholder engagement in the local public infrastructure projects implementation decision and execution analyzing empirical cases drawn from Lega Tafo Lega DadiLega Tafo Lega Dadi Town Administration of Oromia National Regional State. A mixed research approach was employed for this study. A questionnaire was used to gather quantitative data from 48 project stakeholder respondents for analysis of their views. Also, qualitative data through the semi-structured interview from five key personnel were analyzed. The respondents were made up of professionals from the group of stakeholders who do have the legitimacy to directly engage in the implementation phase of local public infrastructure projects. The study revealed that poor local institutional/organization structure, absence of clear engagement policies and legal framework, inadequate financing of engagement of stakeholders,

lack of awareness of engagement, Poor local government/management skills, changes in stakeholder engagement culture, late engagement in decision-making and design stage and weak stakeholder engagement platform/tool negatively impacted the effectiveness level of the stakeholder engagement in the study area. This study recommended the local government improvements create a conducive policy environment for the effective level of engagement of stakeholders with effective engagement platform's/tool(e.g. regular workshops, frequent meetings, feedback, etc.) and effective engagement strategies to encourage the inclusion of stakeholders during the implementation decision and execution activities in the town.

Keywords: Stakeholder engagement, Level of stakeholder engagement, engagement platform, engagement strategy, Factors affecting engagement, and Local public infrastructure projects implementation.

ACYRONMY

ADB	Africa Developmental Bank
AGDPC	Australia Government Department of the Prime Minister and Cabinet
BSI	British Standard Institution
LEDA	Local Economic Development Authority
MDOT	Michigan Department of Transportation
NSDOT	New York State Department of Transportation

OECD	Organization for Economic and Development
PDNA	Post-Disaster Needs Assessment
PMI	Project Management Institute
PMBOK	Project Management Body of Knowledge
RICS	Royal Institution of Chartered Surveyors
SPSS	Statistical Package for the Social Sciences
UCLGA	United Cities and Local Governments of Africa
UNDP	United Nation Development Program
UNIDO	United Nation Industrial Development Organization

CHAPTER ONE

1. INTRODUCTION

1.1. BACKGROUND

Every project will have stakeholders who are impacted by or can impact their successful implementation positively or negatively. A stakeholder is an individual, group, organization that has an interest in the implementation of projects or is likely to be the effect or affected or perceived themselves to be affected by implementation decision positively or negatively (Freeman, 1984 cited in Bram, 2012, Civitas, 2000, ADB, 2001, PMI, 2013, and UNDP,2017). Anil B.(2014), RICS (2015) and GEF, (2018); defined Stakeholders as an individual, group, and/or organization having an interest/stake in the success of a project. Depending on the type, nature, size, and contexts of projects, multiple stakeholders with different requirements, opinions, interests, and expectations engaged during implementation decision and execution. This embraced that more focus is increased on stakeholder engagement as a critical component of successful project implementation, beyond the mere management and Communications knowledge.

Hence; successful project implementation needs effective stakeholder identification, analysis, selection, and communication to maximize the project's chances of delivering deliverables in scope, on time, and in the budget. The success of projects is ultimately defined by stakeholders, rather only by the known triple constraint of “scope, in time, within budget; since at the end of the day that is stakeholders who affect or affected by project decision and execution. Thus; Managing and engaging relevant project stakeholders is intended for anyone who works with people to successfully achieve the project results (Wiley, 2013 and UNDP, 2017).

In local public infrastructure project implementation decision and execution; engaging all stakeholders is impossible or not true. Stakeholders may have different abilities to influence the success of projects. That is; Some may have a limited ability, when others may have a significant influence on the success of project implementation and its expected outcomes. The ability to correctly identify and manage these stakeholders early to realization, determine the appropriate

level of engagement through appropriate engagement platform and developing effective stakeholder engagement plan can mean the difference between success and failure during the implementation phase(Olander and Landin, 2008 cited in Ayisha,2016, Civitas, 2009, Wiley, 2013, Youssra, 2017).

Stakeholder management and engagement requires, developing a formal, acceptable, and repeatable process for mapping stakeholders that could impact or be impacted by the project and formulating a clear procedure for stakeholder engagement. The appropriate level of stakeholder engagement is imperative for the successful implementation of local public infrastructure projects. Stakeholder engagement determines process or framework used to build relationships and engage stakeholders in making project implementation decisions and execution by defining the level of engagement and engagement platforms used in decision making, roles, responsibilities, and accountabilities for the successful project realization structures are formalized (PMI, 2013, Weill & Ross, 2005 as cited in Bram,2012, OECD, 2015, and Muhammed W. et. 2018). According to RICS, (2014)‘Engagement’ signifies all the things we might do with stakeholders: inform, consult, listen, understand, communicate, influence, negotiate, etc., with the broader objectives of satisfying/exceeding their needs, gaining approval and support, or at least minimizing their opposition or resistant.

Successful implementation and realization of local public infrastructure projects rely upon the level of engagement; engagement platforms used, and engagement process/strategies developed (Newman, 2001 cited in Beach & Keast, 2010). In local-level government lack of clear policy and regulation process for stakeholder engagement that govern and direct by taking account of the diverse stakeholder's interests/needs and obligations, and how power and authority distributed are the current facing the problems. About these studies, local level government stakeholder engagement in the implementation of public infrastructure projects is at an infant stage due to lack of context-specific organizational structure and engagement strategy, management skills and absence of enough space for stakeholders to engage in the implementation of the infrastructure project in the study area.

This study aims to evaluate the level of stakeholder engagement during implementation stages of Local public infrastructure projects in Lega Tafo Lega Dadi town Administration.

1.2. STATEMENT OF THE PROBLEM

Local-level public infrastructure projects, from their early initiation to the completion phases are implemented through the efforts and involvement of various groups of individuals, groups, or organizations; who affect or affected by project implementation and its outputs. These various groups are called the ‘project stakeholders’. These stakeholders can support or hinder the successful implementation of the projects based on their power and objective to influence project results (Oleander and Landin, 2008 cited in Ayesha, 2016 and Youssra, 2017). Stakeholder engagement is becoming a central focus for policymakers seeking to the successful implementation of local-level public infrastructure projects to ensure accountability and minimize risks (UNDP, 2017 and Asadullah;2019).

According to Wiley(2013), Stakeholder management also pays particular attention to the engagement platforms used and level of engagement to communicate with project stakeholders and understand their needs and expectations, to promote transparency in the decisions and implementation activities of the project. The stakeholder management activities include the processes necessary to identify the relevant stakeholder, analyze their interest and impact on the project success, and develop effective engagement platforms and strategies proposed to participate them in project implementation decisions and execution activities (Peter, 2009, Bram,2012, Wiley,2013, UNDP,2017, and Asadullah,2019).

According to Kivit R. (2013), Successful project implementation challenges can originate from an Ineffective level of stakeholder engagement and ineffective engagement platforms used during implementation decision and execution. These are the problem arises from absence of context-specific institution/s, unclear engagement policy and regulation; attitude towards the engagements, accessibility and availability of resources, local government/management skills which provide avenues and create a conducive environment for stakeholders to engage and express their pressing needs and priority on local project implementation. The extensive number of complaints and dissatisfaction of infrastructure projects across the local government means that the poor level of stakeholders' engagement in the implementation decision and execution activities (Lawk,2017). The effective engagement of stakeholders and engagement platform/s has become intrinsic to project success by eliminating conflicts and increase cooperation

between the local government and the stakeholders, were ineffective engagement may result in unexpected problems to achieve project goals (Kivit, 2013 and Lawk, 2017).

Although many studies conducted merely on stakeholder engagement at planning and implementation in the infrastructure projects have been undertaken separately (Richard,2014, Oregu, 2015, Ediwin, 2015, Kevin, 2016, Marta Worku, 2018, Meskerem Legese, 2019, Endale Regags,2019, and Martha Gedamu, 2019); no studies have been conducted particularly determine the level of stakeholder engagement during the implementation phase of local public infrastructure projects at local level governments and factors affecting the level of stakeholder engagement.

Different stakeholders engaged at a different levels through different engagement platforms for different level engagement based on project scope, level of stakeholder influence, project context, etc. during the public infrastructure projects implementation phase at local level governments. Determining the effective level of stakeholder engagement and using context-specific platforms to make productive engagement during the implementation of local infrastructure projects require local government skill and knowledge(Tegegne,2009 cited in UNDP, 2012).

In Ethiopia; Public organizations developed passive stakeholder engagement platforms for informing stakeholders about project implementation, using mere one-way communication approaches such as Public meetings, general assembly, newsletters, printed publications, etc. Robert and Janet, (2007), the local-level government more focus on ‘controlling’ or ‘steering’ stakeholders into new directions instead of helping stakeholders to articulate and meet their shared interests impacts the level of engagement. Lack of taking stakeholder concerns and interests into account that improve relationships, make it easier to implement, lead to better ideas that will address stakeholder needs, and allow the public to reduce costs and maximize value are not recognized in local public project implementation (Peter, 2009). These problems resulted in unsuccessful local infrastructure project implementation and stakeholder dissatisfaction.

Based on formal and informal information from infrastructural project stakeholders; the overall performance of public projects follows declining trends and creates stakeholder dissatisfaction. There is not merely because of the limited fiscal capacity, but due to the absence of enabling

environment to collaborate stakeholders and allow expressing their pressing needs and priority during decision and implementation activities of local infrastructure projects increase stakeholders' complaints and dissatisfactions in the study area. These complaints and dissatisfactions indicate the fact that practicing effective stakeholder engagement to give context-sensitive solution through collaborative and interdisciplinary approach by involving stakeholders that fits the contexts in the implementation of local public infrastructure is poor which currently increase complaints and create dissatisfaction in the town.

Absence of context-specific local institution/s/ organizational structures, policy frameworks, rules, and regulation, that defines roles, responsibility, and accountability of stakeholders, and absence of clear legal power/division of power among local governments to manage and implement stakeholder engagement measures hinder the effective level of engagement. Besides these; lack of financial resource to encourage stakeholders engagement, and poor local government and management skills and commitment to account stakeholder inputs into the internal decision and execution, and absence of a context-specific strategy to encourage stakeholder engagement are another major factors affecting the level of stakeholder engagement and engagement approaches/platforms in the local government of Lega Tafo Lega Dadi Town Administration. These factors affecting the effective level of stakeholder engagement and productive engagement platforms are current and uninvestigated problems.

This study is intended to investigate the level of stakeholder engagement during the implementation phase of local public infrastructure projects in Lega Tafo Lega Dadi Town Administration, Oromia National Regional State through the perception of stakeholders involved during the implementation stage of projects.

1.3. RESEARCH QUESTION

The research questions for this study are:

1. What is the status of the current level of stakeholder engagement in the implementation decisions of local public infrastructure projects at Lega Tafo Lega Dadi Town Administration?

2. What is the level of effectiveness of the engagement platforms in facilitating sound stakeholder engagement in the implementation of infrastructure projects in the Town?
3. What are the major factors affecting the level of stakeholders engaged in the implementation of local infrastructure projects in the Town Administration?
4. What are the strategies used by the local government to enhance stakeholder engagement in Lega Tafo Lega Dadi Town Administration?

1.4. The objective of The Study

1.4.1. General Objective

Assess the level of stakeholder engagement in the implementation of public infrastructure projects at the local government in Lega Tafo Lega Dadi Town Administration.

1.4.2. Specific Objective of the Study

The study has the following specific objectives;

1. To assess the status of the current level of engagement of stakeholders in the implementation of local public infrastructure projects at Lega Tafo Lega Dadi Town Administration.
2. To investigate the effectiveness of the stakeholder engagement platforms in the study area.
3. To assess the major factors affecting the level of engagement of stakeholders in the implementation of local infrastructure projects in the study area
4. To investigate the Strategies used by the local government to enhance stakeholder engagement in the study area.

1.5. Significance of the Study

Considering the importance of stakeholders engaged in the successful implementation of local public infrastructural projects under the jurisdiction of the study area; This study has the following significance:

- ♣ To increase the understanding of decision-makers on the level of stakeholder engagements and their role in the successful implementation of local-level public infrastructure projects.

- ♣ To provide the policymaker and local governments with benefits of engagement at the implementation stage of local public infrastructure projects in the study area.
- ♣ This study identified the factors affecting the level of stakeholder engagements in the implementation of public infrastructure in a study area.
- ♣ It identifies problems arising from inadequate stakeholder engagement and provides a possible solution to use for successful project implementation

1.6. Description of the study area

Lega Tafo Lega Dadi town is found in the northeast of the capital city of Addis Ababa. Before its foundation, it was one of the rural kebeles of Bereke wereda of North Shewa Zone of Oromia National Regional State. Beginning from July 2006 by the decision of the council of Oromia National Regional state, it was established as a town administration with its municipality by having two kebeles, Lega Tafo and Lega Dadi with 2431 hectares areas and 5,400 population. Now this town is found in Oromia special zone surrounding Addis Ababa. It is located northeast of Addis Ababa with the latitude of 855–1023N and longitude of 3756–39232E. At that time the town has rural features and no or very poor public infrastructural developments. Starting from its establishment as the independent town with its municipality; under the Oromia special zone surrounding Addis Ababa, the town undertake different infrastructure projects to make the town attractive and conducive its inhabitants.

From the information gathered from the Finance and economic development office(FEDO) of the town and the municipality 2019/20 annual plan; the number of peoples comes to town is increasing from time to time and many peoples choose the town as number one residential and investment areas due to its conducive environment/air condition for life and nearest to the capital city of the country. Nowadays the town became expanded and reached four kebeles with the area of 10,062 hectares 96,541 residents(population). Currently, the town is implementing various infrastructure projects to bring sustainable development and to meet the needs of its INHABITANTS. Among various infrastructural activities physical infrastructure major projects implemented by the municipality to create a conducive environment for different socio-economic activities undertaken in the town. But their the Town does not successfully bring the expected results due to lack of effective level of stakeholder engagement which has a prominent role for successful project implementation.

This study aims to examine the level of stakeholder engagement in the implementation of public infrastructure projects in Lega Tafo Lega Dadi town administration.

1.7. Scope of the Study

This study was focused on the level of stakeholder engagement in the implementation of local public infrastructure projects at the local level government of Oromia National Regional State. The Case of public infrastructure projects implemented at Lega Tafo Lega Dadi Town Administration. There were different public projects undertaken in Lega Tafo Lega Dadi Town Administration yet. Due to some infrastructure projects are undertaken by federal, regional, or concurrent governments the focus of this study was mainly focused on the local physical public infrastructure projects financed and implemented by Lega Tafo Lega Dadi Town Administration. Geographically, this study is limited to physical Public infrastructure projects undertaken in Lega Tafo Lega Dadi Town Administration jurisdiction.

Also, since it is difficult to collect data from all stakeholders of public infrastructure projects due to their diverse nature. As well as they do not have sufficient awareness, knowledge, and skills on the issues and all their right for direct involvement at the implementation stage; the researcher scope of the study population was only limited to those stakeholders have the legitimacy to participate in the implementation of local public infrastructure projects; project manager, project team, project overseers, economist, contractor and community project development/community representatives stakeholders involved at the implementation stage.

1.8. Limitation on the study

This study was conducted based on the responses of stakeholders that have the legitimacy of participation during the implementation phase of local public infrastructure implementation and these respondents might be biased towards their projects.

1.9. Organization of the Research Report

The thesis consists of five (5) chapters as below;

Chapter 1: Chapter one covers the overview of the thesis and includes; the introduction of the study, statement of the problem, basic research questions, objectives of the study, the study area,

significance of the study, the scope of the study, limitation of the study and organization of the thesis.

Chapter 2: The second chapter covers, Literature review; the literature related to the Level of stakeholders' engagement, engagement platform, and relevant issues in stakeholder engagements in the project implementation phase.

Chapter 3: Methodology, this chapter describes the research design and approach; data sources and types; the target population and sample size, and the data collection tools employed; the procedures of data collection; and the methods of data analysis used.

Chapter 4: Findings and Discussion. This chapter gives the results of the research. The findings will be discussed in detail as well.

Chapter 5: presents the Conclusions and Recommendations of the study.

Key Definition of Terms

- **Stakeholder:** any person, group, or organization who has an interest or stake in the success of the project, maybe affect or affected by infrastructure project implementation.
- **Engagement:** is the active involvement and participation of stakeholders in the decision-making and implementation of infrastructure projects.
- **Stakeholder engagement:** is the systematic and strategic process of identifying and including individuals, groups, and institutions in the implementation of the local infrastructure projects.
- **Stakeholder engagement Platform:** is the engagement tool used to communicate with stakeholders during the project implementation stage.
- **Effective stakeholder engagement:** is the extent to which the stakeholder engagement challenges during local infrastructure project implementation are addressed and/or the degree to which the objectives of stakeholder engagement are achieved.
- **Physical Public Infrastructure:** refer to physical facilities, systems, and structure infrastructures that are owned and operated by” public” for “Public” i.e.; the government.
- **Project Implementation:** It is the process of converting the plan into actual work or activities of putting the plan into actual work. (PMI,2013).

CHAPTER TWO

2. LITERATURE REVIEW

2.1. CONCEPT OF STAKEHOLDER ENGAGEMENT

2.1.1. Stakeholder Concept

Project stakeholders are defined by different scholars and researchers as any individuals, groups, or organizations who may affect, be affected by, or perceive themselves to be affected by a decision, activity, or outcome of a project (Older, 2007, Kimanthi, 2016, RICS,2014, OECD, 2015, UNEG,2017, and UNDP,2017). Stakeholders are groups or individuals who can affect or are affected by the objectives of an organization (Freeman, 1984 as cited in Martha Worku,2018).

According to the Project Management Institute (PMI) (2013), project stakeholders are individuals, groups, or organizations that are actively taking part in a project, or those likely their interests can be affected by the consequences of project implementation or completion. Stakeholders are also described as anyone with an interest in a particular decision. This interest can stem from the potential to influence the decision and project execution activities from the potential to be influenced by the decision (Gardner J. et al., 2009 and Durham E. et al., 2014).

Local-level public infrastructure project stakeholders are almost every individual, group, and organization that is being affected or affected by its implementation decision. According to El-Gohary, Osman, and El-Diraby(2006), stakeholder refers to any person, group, or organization that has a legitimate interest in a project. Due to its importance in local socio-economic development; urban infrastructure projects are characterized by complex networks of stakeholders, directly and indirectly, involved in the decision-making process and affected by the project's implementation and its output/s (Ng and Loosemore, 2007). Managing these large pools of stakeholders, representing diverse interests and influence, is claimed to be far more unpredictable and difficult than the technical aspects of project implementation (Ng and Loosemore, 2007 and Robyn & Kerry,2015).

Many authors state that failure to manage the need of the client, users and other stakeholders is one of the most common causes of project failure around the world in local-level public infrastructure projects implementation(Becker et al., 2013, Schibi, 2014, Smith, Love, & Wyatt, 2001, and Bram, 2012).

2.1.2. Stakeholder Theory

Stakeholder theory originated in strategic management and concerns the viewing of an organization as having a broad range of stakeholders, all having their interests and goals, and to strategically manage them (Freeman, 1984 cited in Bram,2012). There are several ways to consider who and what are stakeholders in an organization's project implementation. The theory argues that a company's/organization's real success lies in satisfying all its stakeholders. Hence, a firm should create value for all stakeholders, not just shareholders; include just about anyone affects or affected by the company and its workings not just only those who might profit from its project.

Stakeholder theory is managerial in that it reflects and directs how managers operate rather than primarily addressing management theorists and economists. According to Freeman, Wicks and Parmar (2004) cited in Martha Gedamu(2019); Stakeholder theory focuses on answering two prominent questions,

- First, what is the purpose of the organization/firm? This encourages managers to articulate the shared sense of the value they create, and what brings its core stakeholders together.
- Second, stakeholder theory asks, what responsibility does management have to stakeholders?

This pushes public organizations to articulate how they want to implement public infrastructure projects at local level governments— specifically, the level of engagement they want and need to create with their stakeholders to deliver the expected project outputs.

2.1.3. Stakeholder's classification

Researchers and scholars have repeatedly acknowledged that the success of infrastructure projects depends to a great extent on the support and involvement of its (Beach, Keast, and Pickernell, 2012; El-Gohary, Osman, and El-Diraby, 2006). The identification and classification

of stakeholders based on their capabilities to influence and engaging becomes a critical part of the successive factor's in the implementation of a local public infrastructure projects.

In the implementation of local infrastructure projects; stakeholders are classified into different categories depending on; Power/Interest - authority versus interest, Power/influence – authority versus influence, Influence/impact – influence versus impact, and Salience model – authority, urgency, legitimacy (Charlotte, 2017). Cleland D. and Ireland R.(2006) and Mohamad and Kang (2012) classified project stakeholders into internal stakeholders – those closely related to project and resources – and External stakeholders – those with no formal bond with the project but who can have a strong interest in the project outcome/s. Using Cleland and Ireland's (2006) and Mohamad and Kang's (2012), classification of project stakeholders as a guiding tool for this study, the derived a comparative classification of stakeholders appropriate to the public sector infrastructure project implementation in the below Figure 2.1.

Public Service providers	Core Stakeholders
Local Government Agencies, and government departments	Users and Community representatives actively involved in the local public infrastructure implementation phase (provide the voice for brooders, periphery groups impacted by and interested in the projects).
Suppliers, contractors, Sub-contractors project teams, etc.	Wider groups citizens impacted by the projects/output, who believed has a stake in the infrastructure projects.
Internal	External
Private service provider	Periphery Stakeholders

Fig. 2.1. Stakeholder classification in public infrastructure project implementation adapted from Wiewiora, Robyn & Kerry (2015).

This classification is useful to this study as it identifies the expansive array of actors involved in the process and points out the locations where co-production can take place. Using this model, internal stakeholders are classified as those with a contractual or legal obligation in the project implementation and delivery of the output. They also have direct strategic authority, role, and responsibility to use resources to support project objectives, representing core members of the

project network by directly involved in decision-making, and implementation(Anna Wiewiora, Robyn & Kerry,2015). These internal stakeholders can be further divided into; internal public service providers including local government agencies and other government departments involved in the contractual arrangement (often clients in the infrastructure projects); and internal private service providers such as suppliers, contractors, sub-contractors and other actors outside the government that have a financial involvement and are obligated by the contract to deliver the project output.

By contrast, external stakeholders are those who may have no formal contractual relationship to the project but who have a stake or strong personal interest in the project's decision, implementation activities, and will use and live with the consequences of the project outputs(Cleland and Ireland, 2006). External stakeholders should not be considered as a uniform group because different groups may have different levels of interest and 'stakes' in the project. External stakeholders can, therefore, be divided into; external core stakeholders, such as users and community representatives actively involved in the implementation of infrastructure projects, who provide a voice for broader groups impacted by and interested in the projects. External periphery stakeholders, wider groups of citizens impacted by the project/s such as neighbors, local communities, social organizations, and citizens in general.

In the implementation of local-level public infrastructure projects, the engagement of users and other external stakeholders (external core) is considered key. This study draws on the insights from the level of stakeholder engagement in the implementation of local public infrastructure projects to provide insights about the current status of the level of engagement and outline key issues for the effective level of engagement of stakeholders for the successful implementation of local public infrastructure projects.

2.2. Stakeholder Engagement

Stakeholder engagement is the practice whereby an organization involves the people that give affected decision making or influence the project implementation decision (Fairuz,2014). Stakeholder engagement is the systematic and strategic process of identifying and including individuals, groups, and institutions in the decision and implementation of the local public infrastructure projects (CIP Resource Kit,2020). According to CIP Resource Kit,(2020),

Stakeholder engagement is a process of change guided by three core principles: shared ownership and accountability; inclusiveness and representation; and transparency. For the local-level public infrastructure projects to be successfully implemented, the interests, influence, and contributions of these stakeholders must be recognized and leveraged. Without meaningful stakeholder engagement, a local public infrastructure project is not likely to succeed.

Engagement implies a role beyond providing information or responding to data-gathering instruments or complaints. The term "stakeholder engagement" is used to describe any process that involves stakeholders in some form of collaborative effort directed towards a decision, which might involve future behavior change (Gardner J. et.al., 2009 and Mehmet, Ibrahim, and Tahi.,2016). In other words, Stakeholder Engagement means the active involvement and participation of stakeholders in the implementation of a local public infrastructure project (AGDPC, 2013 and Durham E. et, al, 2014). According to Civitas (2009), and UNESCAP (2018), Engagement provides a means to enable local people to get involved in the decision and implementation/delivery of solutions to local problems in a way that reflects their needs/interests.

Stakeholder Engagement is a two-way effort to get involved and/or engage stakeholders in implementation activities and decision-making processes to ensure effective implementation of local public infrastructure projects(OECD,2015 and Mehmet, Ibrahim, and Tahir,2016). It includes activities like share information with stakeholders, listen to their views, involve them in decision-making and implementation activities to raise awareness and building stakeholders capacity, gain trust and improve working relationships, encourage a sense of 'ownership', assist to produce the desired project outputs, develop transparent decision-making, and make easier access to resources for infrastructure project implementation. Also, enable project manager to identify cross-cutting issues and ascertain where the project may be applied to other areas, reduce project risks and ultimately empower them to initiate, manage and control their self-development (ADB, 2001, Fairuz,2014 and GEF, 2018).

The nature of engagement that is required will depend on the goals that are being pursued. The success of project goals can be affected positively/negatively by engagement with its stakeholders (EOCD, 2015 and PAS,2018). Whatever goals/objectives project; successful

implementation the projects are predicated upon full involvement and prudent management of concerned stakeholders is a reality over which development actors are at a consensus (Benard, Raphael, and Dorothy 2017). Baldwin and Twofold,(2006)cited in World bank,(2017) and UNEP, (2017) sum up stakeholder engagement as “any process that involves stakeholders in project decision-making and executive activities to make better decisions”. This definition highlights that stakeholder engagement is a process or series of actions, impacts, and outcomes and not one single activity.

Hence; successful implementation of infrastructure projects requires identifying, analyzing, and engaging with relevant/right stakeholders in the local public infrastructure project implementation decision and executive activities.

2.2.1. Level of Stakeholder Engagement

All projects will have some stakeholder engagement, but the level of stakeholder engagement will vary from project to project. Stakeholder engagement has become successive factors rather than fashionable in the implementation and realization of local public infrastructure projects these days. Suiting level of stakeholder engagement activities to the characteristics of the project,t contexts of a project, and the expected extent of impacts to the stakeholders is crucial for successful implementation (Arnstein,1969 cited in Civitas,2009, and UNDP,2017).

The extent to which there are effective stakeholder engagement and management in the project implementation phase is largely dependent upon the size, scope, resource, location/geography, contexts and the quality of its impact of project design(ADB,2001, Stefan and Matthias,2009, and Lawk, 2017). According to UNDP (2017) SES, the extent to which the project may impact various stakeholder rights and interests and the power and influence of certain stakeholders will affect needed engagement strategies and approaches.

Atkin and Skitmore (2008), quoted in Benard, Raphael. and Dorothy(2017), enhanced determining the level of stakeholder engagement can help with managing stakeholder needs, decreasing unanticipated risks as well as reducing unconstructive actions or reactions that may have a possible negative impact on the successful implementation of local project's. The most important thing to successfully implement local public infrastructure project is determining the appropriate level of engagement of stakeholders as possible; who have a high degree of influence

and a high stake, while stakeholders with a low level of influence and a low stake are less important (Stefan and Matthias,2009).

The level of stakeholder engagement determines where the boundaries of engagement lie and assist in defining achievable outcomes from engagement activities. Level and frequency of stakeholder engagement in the local public infrastructure project need to be proportionate to the nature of the project, scope, resources, and their potential risks and impacts, for successful implementation (Civitas,2009, Stefan and Matthias,2009, and UNDP,2017)

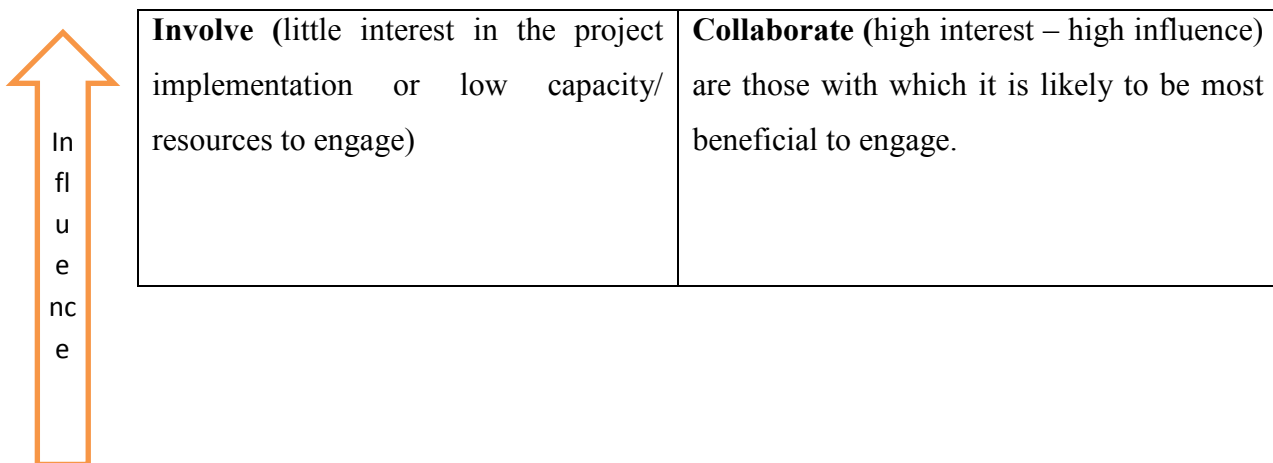
- **Objectives:** is the reason for the requirement of engagement and the contribution or impact of engagement to successfully achieve/realize the project goal/s. If the engagement has no contribution or impact on the success of the project, stakeholder engagement is likely not appropriate or necessary (FISH, R. et al, 2011, cited in Durham, E. et al, 2014).
- **Scoping:** is mapping stakeholders who might wish to become engaged based on the nature of the project, the context of engagement, available resources, etc. to carry out engagement (Revit, 2007).
- **Context of the engagement:** Understanding the context also helps to ensure that the engagement process builds upon previous experience and incorporates lessons learned, rather than simply duplicating previous efforts.

Depending on the objectives, scope, context, and ultimate aims and goals of the engagement, different levels of stakeholder engagement and engagement platforms can be determined. In this study; four levels of stakeholder engagement; Inform, Involve, Consulted and Collaboration considered based on their influence on the project implementation(Civitas,2009, Stefan and Matthias,2009, Durham, E. et al. 2014, Anna W., Robyn & Kerry,2015 and UNEG,2017);

- I. **Informing:** provide stakeholders with balanced and objective information on project scope/schedule, their rights, responsibilities, and/or options by a project manager, politicians, or decision-makers. Stakeholders have little opportunity to contribute to the project that is supposed to be delivering benefits for them. Emphasis is placed on a one-way communication or flow of information.

- II. **Consultation:** seek views and inputs from the stakeholders; obtaining their feedback on analysis, alternatives, or decisions at key steps of the evaluation process. At this level of an engagement project manager, politicians and decision-makers obtain feedback from and provide adequate information to stakeholders on relevant aspects of the project implementation. The consultation does not offer assurance that the stakeholder concerns and ideas will be taken into account; unless it combined with other modes of engagement.
- III. **Involve:** work directly with interested stakeholders in the implementation to ensure that their concerns and aspirations are understood, considered, and, where appropriate, incorporated into decision making. In this level, stakeholders have some degree of influence although tokenism is still potentially involved. Simply including stakeholders in processes such as focus groups or oversight committees where they do not have power or are trained not to exercise power, gives the appearance of stakeholder engagement without any of the benefits.
- IV. **Collaborate** – work in partnership with individuals, or groups, in relevant aspects of the decision-making process and implementation, including the development of alternative methods and the identification of preferred solutions or outcomes to ensure these stakeholders remain fully satisfied. Power is genuinely redistributed/shared and the stakeholders work with the project team to achieve an output that is beneficial to all.

The four boxes represent a 'level' of engagement, from the lowest level ('inform'), through the middle levels ('consult', and 'involve') to the highest level ('collaborate') as depicted in figure 2.3. below:



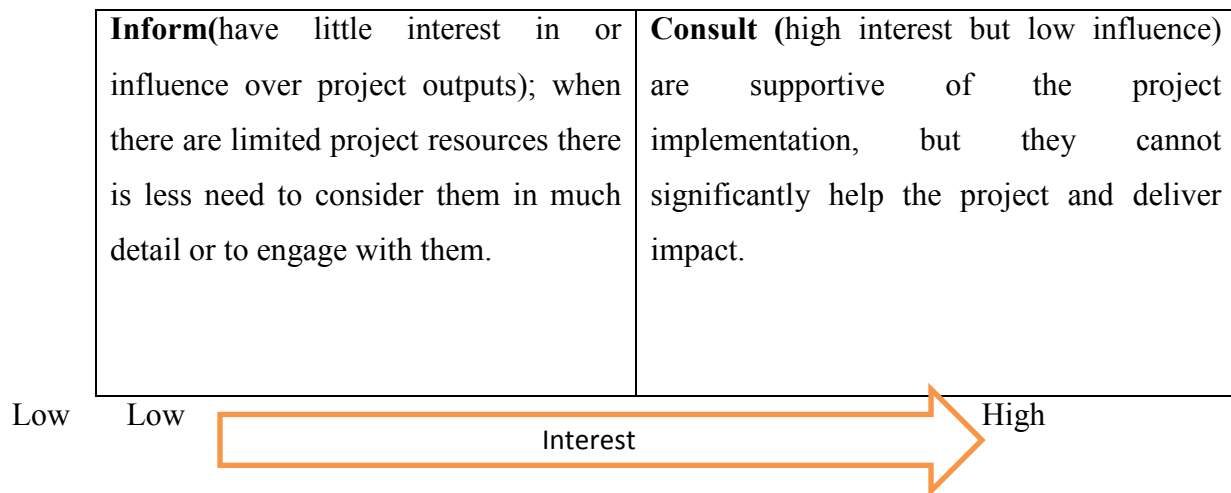


Figure.2.2.1. Level of Stakeholder Involvement

Adopted from Anderberg, (2010) and Wallerstein, N. (1999) cited in Durham, E. et al. (2014).

The biggest difference between the level of stakeholder engagement around local level public infrastructure projects implementation is the fact that different stakeholders very often need quite different engagement approaches to optimize project outputs/outcomes. Generally, the level of stakeholder engagement in the implementation of public infrastructure projects should be plotted concerning their relative influence and interest in the project. Determining the appropriate level of stakeholder engagement in a Public infrastructure project decision-making and implementation is crucial for the successful implementation of public infrastructure projects at the local level.

2.3. Stakeholder engagement Platforms

Stakeholder engagement needs proper platforms for the successful implementation of local public infrastructure projects. All stakeholder engagement platforms have their strengths and weaknesses; the key is to choose the right one(s) for the particular purpose and context of projects. The platforms used for engagement depend upon policy framework, nature, and scope of project, objectives, the required level of engagement, the timing of when engagement activities are intended to take place, and the expected role of the stakeholder/s(Durham, E. et al. 2014). One very important aspect of the engagement platform is the way you identify and communicate with the various project stakeholders (Civitas,2009 and Stefan and Matthias,2009).

Engagement platforms should also be selected to meet the needs, capacity, and expectations of the relevant stakeholders. More than one method is often desirable, using several methods in a combination of the other is important to achieve the project goal/s. According to AA1000 Stakeholder Engagement Standard (2011), initial assessment with stakeholders of the desired outcomes from a project can help to identify which methods are most likely to deliver these outcomes and achieve the purpose identified for the engagement process.

According to Olader, (2007), BSR, (2011), and Ng and Skitmare (2012); Stakeholders can be engaged through different Platforms, for example;

- Conference Presentation, letters, Social media, Emails, phone calls, etc.
- Inviting and meetings with selected small stakeholders, group discussion, workshop and site visit, Website, etc.
- Invited presenter at scheduled stakeholder meetings (i.e., council/commission/task force meetings and special interest groups)
- Hosted open houses and/or presentations, meetings, workshops. May include: fliers, mailers, visualization, and formal documentation and role to influence decisions/issues and concerns

2.3.1. Effectiveness Stakeholder Engagement Platform

The designing engagement platform is the starting point for any engagement process in local project implementation. Stakeholder Engagement is the practice to determine and include stakeholder concerns, needs, and values in the local public infrastructure project decision-making process and implementation. Engagement platform's that allow two-way communication or information flow between the stakeholder is essential for local government decision-makers and the local public infrastructure project implementation stakeholders (Mehmet, Ibrahim and Tahir,2016, and IFC,2007). The main purpose of engagement is to gain a transparent decision-making process with greater input and feedback from stakeholders & their active supports of the decisions which are made (Kelly, P.et al. cited in Mehmet, Ibrahim, and Tahir,2016).

Many engagement platforms are being used and new methods are being continually developed. The key to success is to understand the broad range and types of methods being used, what they

are being used for, and why one might be more suitable than another in a particular context and for a particular purpose. According to OECD (2015), an effective engagement platform is a degree to which the objectives of stakeholder engagement mechanisms/tools are achieved and the extent to which the targeted local public infrastructure project implementation challenges are addressed. Effective stakeholder engagement platforms avoid disputes that may put local public infrastructure project implementation in danger and introduces quick, transparent, detailed, qualitative, and healthy decisions.

2.4. Matching engagement Platforms to Levels Of Engagement

The level of engagement of stakeholders will vary from one project to another during the project implementation phase based on the requirement of engagement of stakeholders for the success of project objectives or impacts they have on project success (Stefan and Matthias,2009, and Civitas, 2009). Engagement platforms can be considered and designed in terms of the level of engagement required. For example, stakeholder specific publications on a website or newsletter are most likely to be used to Inform, and a workshop could be used to engage at Involve or Collaborate level of engagement (NSDOT Project Development Manual,2004, Civita,2009, and CIP Resource Kit,2020).

MDOT Guidelines for Stakeholder engagement(2009), Stated that effective stakeholder engagement in local public infrastructure project implementation requires a process that is based on mutual education, effective communication about the project and its impacts, identification of all of the interests that will be affected, and open discussion about how to address those interests to the extent that is possible. Effective stakeholder engagement for successful local-level public infrastructure projects implementation is possible when engagement platforms matched with the level of engagement. To illustrate different levels of engagement and platforms have been indicated as follows:

Inform: the most basic level of engagement

Consult: specific questions are asked, but not full discussion or interaction

Involve: more opportunity for discussion, but not involved in decision making

Collaborate: full involvement, often including decision making.

Olader(2007) and Ng and Skitmare(2012), distinguishes between four levels of engagement with increasing degree of engagement and appropriate engagement platforms to each of these levels in the figure 2.4.below:

Figure 2.4. Level of Stakeholder Engagement and Engagement Platforms

Level of Engagement	Characteristics	Objectives	Engagement platforms
Inform	The mostly one-way flow of information from the initiator to stakeholder	To provide the stakeholders with balanced and objective information to raise awareness and assist them in understanding the problem, alternative and solutions/results	Phone calls, Websites, Social Medias, newsletters, conference presentations, etc
Consultation	The two-way flow of information, mainly aimed at gathering opinions without obligation to integrate stakeholders' views in decision-making	Increase acceptance and/or support for adaptation policies, gather insights on relevance and implementation options, recommendations for the development of strategies/measures	Ask for input on implementation strategies, Workshops, focus groups, open spaces, interviews, Website, etc
Involve/Co-production	Stakeholders have a crucial role in generating knowledge, often in a research-led participation process	To work directly with stakeholders continuously to ensure that concerns are consistently understood and considered and evidence-based policy development	Invite to join working groups or committee; Presentation & the workshop, etc.

Collaborate/Co-decision	Stakeholders are involved in analysis, action-planning/ Co-Design, decision-making or the preparation of political decisions	To partner with stakeholders in each aspect of the decision including the development of strategies, action plans, measures; increased societal relevance of scientific research; establishing a common understanding of tolerable/acceptable risk levels (risk governance approach)	Appoint to a leadership role on a working group to help and shape strategies, stakeholders as members of decision-making boards, Face-to-face meeting, etc
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Source: Adapted from Olader(2007) and Ng and Skitmare(2012) and Hoffmann et al. (2014), Level of Stakeholder engagement.

2.5. Stakeholder management vs Stakeholder engagement

The management of the project stakeholders includes the processes necessary to identify the persons, groups or organizations likely to affect the project or to be affected by it, to analyze the expectations of the stakeholders and their impact on the project, but also to develop appropriate management strategies to effectively mobilize stakeholders by involving them in project decisions and implementation (Youssra, 2017). According to Youssra (2017), Stakeholder management also pays particular attention to the communication with stakeholders to understand their needs and expectations, to address issues as they arise, to manage conflicting interests, and to promote a commitment of the stakeholders in the decisions and activities of the project. Stakeholder satisfaction should be managed as a primary objective of the project.

Stakeholder Management is essentially a process, defined in the APM BOPMK (2013) as: "the systematic identification, analysis, planning, and implementation of actions designed to engage with stakeholders". By contrast, Stakeholder Engagement is the practice of influencing a variety of outcomes through consultation, communication, negotiation, compromise, and relationship building.

Stakeholder engagement is the practice of interacting with and influencing project stakeholders to the overall benefit of the project and its advocates (Ablesim, 2017). The term "stakeholder engagement" is used to describe any process that involves stakeholders in some form of collaborative effort directed towards final implementation decision and execution, which might involve stakeholders in decision and implementation of projects (Gardner J. et.al, 2009). Stakeholder engagement and Stakeholder Management differences depicted in Fig. 2.2. below;



Figure.2.5. Stakeholder Management Vs Stakeholder Engagement

2.6. Stakeholder Engagement in Local Public Infrastructure Projects

A project is a unique process that consists of a set of coordinated activities with start dates and end, to achieve an objective following specific requirements and every project has its stakeholders PMBOK,(PMI,2013). Project execution involves coordinating people and resources, managing stakeholder expectations as well as integrating and performing the activities of the project plan(Thomas,2015). It ensures that stakeholders are actively involved in the execution of project activities (ESMS Guidance Note, 2019). It is a critical period when things may go right and wrong in a project, and when new circumstances and opportunities may arise that indicate a need for adjustment and course correction to fully achieve the objectives and best results of the project(Thomas,2015, Gef,2018 and ESMS Guidance Note, 2019).

In the local-level government, infrastructure implementation is seen as the key to bridging the existing economic gap in the continent(Kevin,2016). A Town's infrastructure endowment plays a

major strategic role in its economic growth and competitiveness. An infrastructure project consists of many complex activities and processes which the project manager and project teams have to manage(Lawk,2017). Infrastructure networks are likely to have a strong impact on the investment attractiveness of locals, most evidently as key variables within the production function of one town's(OECD,2015).

In addition to being a key enabler of investment, infrastructure projects can be a significant and lucrative recipient of investment inflows. Road, bridge, culvert, electric power, water and sanitary, market, etc. infrastructural projects are considered capital-intensive ventures with the sole funding often coming from the government. Stakeholder engagement encourages two-way communication with stakeholders to understand their needs and expectations, to address issues as they arise, to manage conflicting interests, and to promote a commitment of the stakeholders in the decisions and activities of the project.

Addressing local-level public infrastructure constraints is a priority for urban local government to improve society's economic well-being which cannot possible without the engagement of its stakeholders. Successful implementation of these projects requires the effective level engagement of relevant local stakeholders during the implementation decision and execution.

2.7. Stakeholder Engagement Plan

In the context of local public infrastructure project implementation; the Stakeholder engagement plan involves developing appropriate strategies to effectively engage relevant stakeholders during project implementation, based on analysis of their needs, interests, and potential impacts on the success of the project. The stakeholder engagement plan (SEP) describes how the identified stakeholder will be further engaged during the local public infrastructure project implementation (IUCN,2019). According to REVIT (2007), Identifying and clarifying desired outcomes is an important part of the planning process and helps to ensure that the focus on achieving aims as the project progresses is maintained. In the early stages of project implementation, it is beneficial to consider the reasons for stakeholder engagement and the expected outputs from stakeholder's engagement. Because; success criteria of the project can be evaluated from the achievement of the original engagement objectives plan and stakeholders' expectations.

According to Youssra (2017), a stakeholder management plan is identifying the strategies required to effectively manage the level of stakeholders' engagement. The stakeholder engagement plan provides:

- Level of Engagement of stakeholders.
- Identified interrelationships between stakeholders.
- Stakeholder engagement platforms required during the implementation phase.
- The information must be sent to all stakeholders.
- The time frame and resource required to distribute the information, etc.

2.8. Stakeholder Engagement Conceptual Framework

Stakeholder engagement is a key aspect of practicing Context Sensitive Solutions. "...a collaborative, interdisciplinary approach involving stakeholders during the implementation of an infrastructure facility that fits its physical setting and preserves scenic, aesthetic, historic, cultural, and environmental resources, while maintaining safety and mobility." (CIP Resource Kit,2020). Generally; an Effective level of stakeholder engagement follows a systematic framework of four major steps: scoping, mapping, planning, and managing (CIP Resource Kit, 2020).

The study, therefore, advocates for the Participation of stakeholders in project implementation considering the influence in achieving project performance and project success.

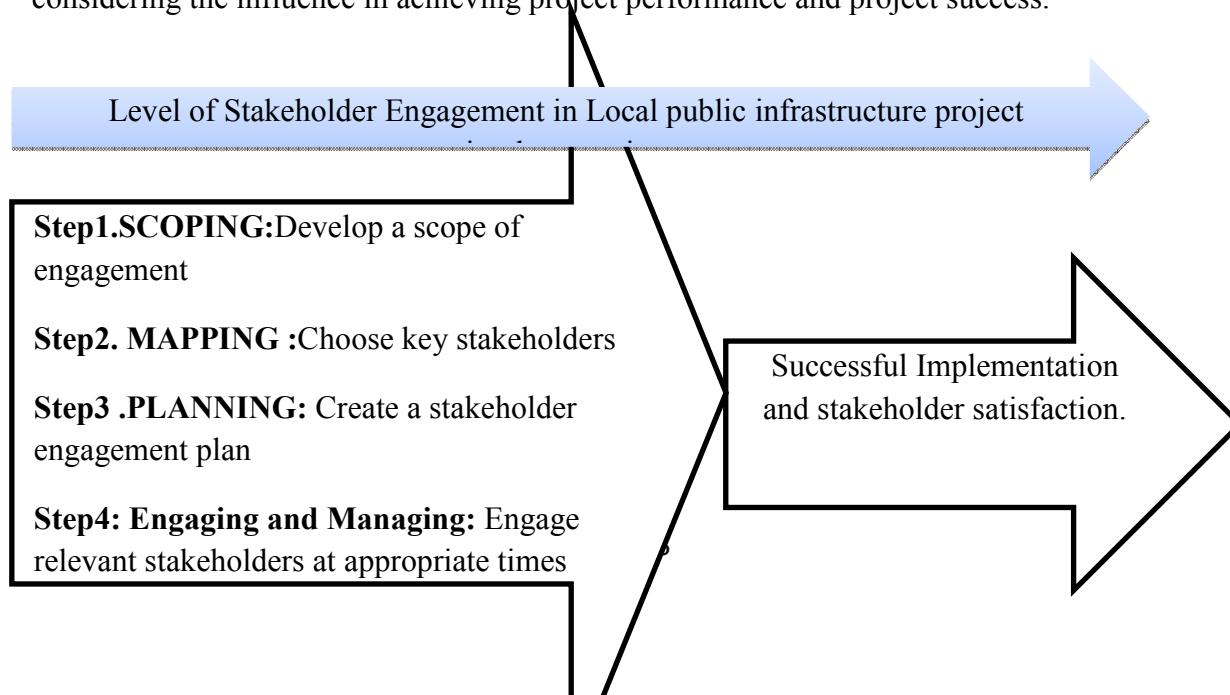


Figure 2.8. Conceptual Framework for Level of stakeholder engagement in infrastructure project implementation

Adapted from CIP Resource Kit, (2020)

Step 1. Scoping

The first action of an effective level of stakeholder engagement is to explicitly state the objectives and desired outcomes for stakeholder engagement. Essentially, includes;

- 1.** Develop a Plan to secure stakeholders' buy-in for infrastructure project implementation.
- 2.** Generate understanding among stakeholders about the rationale for the infrastructure project implementation (i.e., establish the “what” and “why” of the infrastructure project implementation). stakeholders may not yet understand the rationale behind their involvement or their roles and responsibilities in the effort.
- 3.** Execution Align stakeholder programming priorities to those of the infrastructure project implementation. Execution of the infrastructure project implementation requires involving all/representative of stakeholders to collectively align resources and efforts toward implementing activities as described in the plan.

Step 2: Stakeholder identification/Mapping

The stakeholder engagement is to choose key stakeholders to engage in the implementation of the town infrastructure project process. This involves identifying potential stakeholders; analyzing their degree of interest, concern, and capacity to influence the outcomes of the projects, and prioritizing them depending on their level of engagement. This action step supports strategic engagement, ensuring that the right participants are targeted and that no key group is inadvertently excluded (Civitas,2009, Stefan and Matthias,2009 and CIP Resource Kit, 2020).

According to Civitas handbooks (2009), and Durham E. et al., (2014), effective representation of relevant stakeholders, including those with high levels of interest in the project who may have low levels of influence, in addition to strategic stakeholders engagement with power, motivation, and means to implement project outputs. Stakeholder identification can be considered to have three stages:-

1. Identify potential stakeholders: the designated person responsible for stakeholder engagement works with other stakeholders to create or review and update a list of relevant people, groups, and institutions to engage in the implementation process.

2. Analyze stakeholders

Assess the importance of the key people, groups, and institutions that may influence the success of the implementation. The two main components of stakeholder analysis are gathering information about the stakeholders and creating a stakeholder map, which is a visual exercise to enable a better understanding of stakeholder perspectives and their relevance to the implementation process.

3. Prioritize stakeholders

It is not practical, and usually not necessary, to engage all groups of stakeholders with the same level of intensity throughout the implementation of local public infrastructure projects. Time and money can be saved by making clear decisions about whom to engage and why, at any point in the implementation.

Action Step 3: Planning

Effective stakeholder engagement is to develop a plan to guide the stakeholder engagement process. The plan should describe in detail how stakeholders will be engaged, including general approaches, specific methods of engagement, materials to use, and the schedule for engagement. Components of a stakeholder engagement plan;

1. Approaches and methods: Different platforms may be useful for different levels of engagement with different groups of stakeholders. Careful planning is required to ensure that the approaches and methods adopted are complementary and that they work together to improve the success of the overall stakeholder engagement process.

2. Desired outcomes: As some outcomes will be intangible (such as “a sense of shared identity among stakeholders”), it is useful to set specific deliverables that can be measured against those outcomes.

3. Resources and responsibilities: Indicate which staff and which resources will be devoted to managing and implementing stakeholder engagement during the implementation process. Stakeholder engagement can be conducted by multiple institutions, but coordination among the institutions is essential.

4. Schedule: Provide a schedule outlining dates when various stakeholder engagement activities will take place. Besides, indicate which stakeholder engagement activities will be incorporated into the infrastructure implementation roadmap.

5. Logistics: Participatory processes require many practical arrangements, especially in terms of user-friendly briefing materials and suitable venues. E.g. power point presentations or fact sheets (that include contact information for the technical support team during the execution phase to disseminate to stakeholders).

Step 4: Managing

The final action for effective stakeholder engagement is to manage the engagement process once the stakeholder engagement plan is being implemented. Managing stakeholder engagement is the process of communicating and working with the stakeholders to meet their needs and expectations, address issues as they occur, and foster appropriate inclusion in the local infrastructure project implementation. Reviewing and refining the stakeholder engagement plan across phases is an important part of this process. Activities for managing stakeholder engagement:

- Engage stakeholders at appropriate times to obtain or confirm their continued commitment to the success of the projects.
- Manage stakeholder expectations through negotiation and communication, which will ensure that the desired outcomes of engagement are achieved.
- Address potential concerns that have not yet become issues, and anticipate future problems that stakeholders may raise.
- Clarify and resolve issues that have been identified.
- Keep stakeholders accountable for the implementation process.

- Review and refine the engagement process.

A review of the stakeholder engagement process will provide stakeholders with the information they need to determine whether the process and engagement guiding principles are successful (i.e., shared ownership and accountability, inclusiveness and representation, transparency) are being followed. Although this review can be conducted at any point in the implementation process, it may be especially helpful during the transition from the planning/designing phase to the execution phase.

2.9. Factors Affecting the Level of Stakeholder Engagement

Yang and Shen (2014) cited in Nabil I., El-Sawalhi & Salah H., (2015), stated factors challenging stakeholder engagement are viewed as those activities and practices that should be addressed to ensure an effective level of engagement of stakeholders in the implementation of local public infrastructure projects. Predominantly having an institutional framework, policies and strategies, management, and communication skills to create an enabling environment for effective stakeholder engagement at local government is vital factors for the successful implementation of local public infrastructure projects.

It shapes local contexts and conditions in which all stakeholders; private sectors, local governments, and civil societies work together (LENDA,2016). Local governments have roles to play in carving enabling environment for infrastructure project implementation - through taking policy framework in actions that are within their mandates, and encouraging and assigned a range of functions to stakeholders.

Local government faces several constraints that compromise their ability to successfully engage stakeholders to implement local public infrastructure projects and ensure effective delivery of services. These factors are heavily dependent on local context or circumstances. It is important to identify contextual factors at an early stage to limit their impacts through designing and taking policy framework in actions that are within their mandates, and encouraging and assigned a range of functions to stakeholders, (Christiane,2018).

For local government to successfully achieve their goals and objectives, they must adjust the level of stakeholder engagement to their environment through designing policy

framework/regulation, strategy, and engagement platforms. The level of stakeholder engagement during local infrastructure decisions and implementation is affected by two major factors includes; Contextual factors and Process factors (LEND A,2016, and Christiane,2018).

The contextual factor is the stakeholder engagement challenges that are affecting the level of engagement of stakeholders in local public infrastructure projects decision-making processes, and successful implementation, which includes institutional, legal, and financial restrictions. According to, Armenakis and Bedeian 1999 cited in Ben S.et al.,(2013), contextual factor focuses on the content of the project, including the institution/Organization's structures, strategies, and systems. Also, attitudes, behaviors, and past experiences (e.g., successes or failures, and stakeholder dynamics) of those involved in the project implementation, (NMPC AND NOAA,2004).

2.9.1. Contextual Factors Affecting Level of stakeholder Engagement

- I. **Institutional Factors:** are the institutional attributes relevant to stakeholder engagement for successful implementation of local public infrastructure projects; including policies, strategies, regulations, and common agreements among those involved stakeholders that direct and constrain engagement during project implementation decision making and execution. Institutional factors affect the relationships within and between the institutions involved in a project, including:
 - The distribution of competencies among institutions and administrative bodies;
 - Changes in decision-makers during the project process;
 - Internal conflicts; and
 - Coordination partners delivering the project.
- II. **Legal Factors:** This category relates to barriers concerning regulations and legal decision-making processes. Lack of legal powers to implement a particular measure or constraint on how it can be accomplished affects the successful implementation of local public infrastructure projects. These including; The lack of legal powers to implement a particular scheme; and Division of legal powers between agencies.
- III. **Financial Factors:** Is the budget restrictions that can limit the amount and type of expenditure; and level of engagement. This category describes factors relating to the funding of a project, including:

- Budget restrictions limiting overall expenditure for the level of stakeholder engagement;
- Financial restrictions on specific measures; and
- Limitations on the flexibility with which revenues can be used to finance the full range of measures.

2.9.2. Organizational Factors Affecting the Level of stakeholder Engagement

Organizational factors arise in the course of progressing through the various stages of the local infrastructure project. Process factors are related to factors affecting effective stakeholder engagement and management. There is a lack of comprising engagement policies, procedures, and frameworks that create an enabling environment for stakeholder involvement and deliver on its mandate and enable individual capacities to connect and achieve goals. On the other hand, the capacities, skills, experience, and knowledge that are vested in a person of the coordinating institutions affect the successful implementation of public infrastructure projects at local level governments.

Contrarily the public, private, and civil society involvement in successfully addressing the local public infrastructure project implementation is vital. The inability of providing an enabling mechanism for the stakeholders; like Public, Private and Civil Society and other development forces at the local level affects the effective stakeholders' engagement (Tegegne 2009 cited in LEDNA, 2016). The process of barriers/ factors are categorized as Management and communication challenges.

A. Management: Problems happen due to limited staff resources and skills, or unexpected delays experienced daily. This category includes any factors/barriers relating to the way the project decision-making process is managed. This includes delays or difficulties associated with the management of staff resources or skills and general delays associated with the day-to-day management of the project.

Management is about ensuring that objectives are met effectively and efficiently, and many management barriers can be avoided or overcome through planning and regular communication between project staff. Other management barriers, such as difficulties working with large groups and diverse organizations, are perhaps better treated as challenges. This situation requires special

consideration, but with careful detailed planning and good coordination, the process can benefit the project by drawing on a wide range of skills and knowledge.

B. Communication Factors: problems associated with achieving acceptance by stakeholders, and with communication issues/engagement platform. This category describes any challenges relating to communication, including delay or disruption to the project caused by; stakeholder or public opposition, by any communication, engagement problems, or challenges. Public opposition can quickly threaten successful project implementation, as many unsatisfied stakeholders will be unwilling to be seen to support local infrastructure projects. Many engagement barriers can be avoided or overcome by the appropriate use of engagement techniques(platforms). Early stakeholder engagement can help to ensure that the project design reflects their concerns, priorities and can improve acceptance of the project implementation. It is important to manage stakeholder expectations of project implementation/outcomes and the engagement process, our participants will feel that their views have simply been ignored, causing resentment towards the selected strategy.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. INTRODUCTION

This chapter presents the research methodology that was used during the study. The chapter describes the research design, the target population, sample size and sampling procedure, research instruments, validity and reliability of research instruments, data collection procedures data analysis techniques, operational definition of terms, and ethical considerations.

3.2. Research Design

Creswell,(2009) Research designs are plans of all elements and the procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. According to Kothari, (2004), It consists of the blueprint for the collection, measurement, and analysis of data.

In this study, the researcher adopted mixed research approaches. A mixed research design is an approach to inquiry that combines or associates both qualitative and quantitative forms. According to Yin (2009), mixed methods research can permit investigators to collect a richer and stronger array of evidence that can be accomplished by any single method alone to draw correct inferences to answer the research questions. The mixed research approach, therefore, facilitated the gathering of relevant information on the level of stakeholder engagement in the implementation of local-level public infrastructure projects in Lega Tafo Lega Dadi town Administration.

According to Yin (2009), mixed methods research can permit investigators to collect a richer and stronger array of evidence that can be accomplished by any single method alone to draw correct inferences to answer the research questions. Quantitative research is testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures. The final written report has a set structure consisting of introduction, literature, and theory, methods, results, and discussion

Based on the research question and objective of the study; the researcher primarily began with surveying quantitative data from infrastructure project stakeholders using questionnaires (project manager, project team, project officer, project overseers, economists, contractors, and community representatives). The quantitative approach is selected to understand the overall perception of stakeholders engaged in the implementation of local public infrastructure projects. Qualitative research is exploring and understanding the meaning individuals or groups ascribe to the level of an engagement problem. Thus; qualitative data collected from purposively selected stakeholders for key informants due to their awareness/position in organization, knowledge, skill, interaction with issues, and/or rich information they have on the issues through developed semi-structured was collected.

3.3. Data Source

In this study, both primary and secondary source of data was employed. Primary data was collected from the sample population through questionnaires distributed to project stakeholders directly involved in the implementation of local-level public infrastructure projects under the jurisdiction of the Lega Tafo Lega Dadi town administration. Also, relevant information was gathered from key informants because of their position and rich information they have on the project implementation. Also, written policies/strategies, minute meetings, and relevant documents for this study that are related to the stakeholder engagement at infrastructure project implementation were observed through the lens of the objective of the study to triangulate data and ensure reliability.

Secondary data was collected from published documents, article journals, books, internets, organization project progress reports, organizational publications, and related materials that have relevance to this study for both literature and analysis purposes was also used.

3.4. Sample Size and Sampling Procedure

3.4.1. Target Population

The study population refers to the total population from which the sample will be selected. According to Kothari (2004), the study population refers to all cases of people and organization or institutions which possess certain characteristics that reflect the purpose of the study. For this

study, the study population consisted of people, groups, or organization/institution stakeholders who affect or affected by the project implementation/outputs.

3.4.2. Sampling and Sample Size Determination

3.4.2.1. Sample Methods

Due to the diverse nature of stakeholders in local public infrastructure projects and limited resources available it is difficult to collect data from all stakeholders. Besides, all stakeholders do not have equal influence, awareness, and knowledge on the issues under study. Therefore; to achieve the object of this study the researcher applied a purposive sampling method to select those stakeholders who have the legitimacy of participating in the implementation decision and execution of town public infrastructure to carry out the day-to-day activities. Based on the information and data obtained from the Town Municipality; 48 individuals directly involved during the implementation phase projects from both internal and external stakeholders (project managers, project coordinators, project team, project officers, economists, contractors, and local community representatives) was purposively selected.

3.4.2.2. Sample Size Determination

The sample is the smaller portion of the study population or subgroup of the population from whom a researcher draws out information about the total population. According to Borg and Gall (1989), cited in Thomas (2015), a sample is a small proportion of the target population selected for data collection and analysis. The researcher was informed and observed from the concerned public sector of Lega Tafo Lega Dadi town administration that 48 individuals directly involved in the town infrastructure project implementation phase.

These stakeholders/individuals were the right concerned party in the area that provides appropriate information concerning the objective of the study. The sample size of this study was all of the aforementioned parties that directly participate in the town infrastructure project implementation phase. Because; the number of the total population is less than 100; Hence; researcher was decided to took all the population for the study to draw adequate conclusions about the population.

Table 3.1. Sample Size and Sampling Procedure

No.	Target Population	Total Population	Sample Size
1	Project manager/Director	1	1
2	project coordinators	2	2
3	project team members	7	7
4	Project Overseers	6	6
5	Project Officers	11	11
6	Economists	1	1
7	Community Representatives	5	5
8	Contractors	15	15
	Total		48

Source: Survey, 2020

3.5. Data Collection Techniques

Data collection techniques is a process of collecting information from all the relevant sources to find a solution to the research problem and evaluate the outcomes. Two data collection instruments/questionnaires and semi-structured interviews /was used in this study for data collection. According to Kothari, (2004) the questionnaire method of data collection is the most appropriate and convenient tool for collecting data.

Accordingly; Questionnaires were chosen as a research instrument in this study because relative to other tools is economical in terms of time and cost, it facilitates easy and quick response questions and gives freedom to respondents of any category to express their views or opinion. And allow greater uniformity in the way questions are asked by ensuring greater comparability in the response. A Likert scale was used for the closed-ended questions was prepared and used to collect relevant data from the target respondent. Brace (2003) cited in Thomas M.(2015); states that the Likert scale intends that the statements represent different aspects of the same attitude. The Likert scale is simple to construct and easy for the respondents to read, understand, and respond to statements put across.

In this research also a semi-structured interview was used to collect qualitative data from five key informants selected by using a purposive judgmental sampling procedure, based on the knowledge and experience regarding the subject under study to elicit the necessary data. A semi-structured interview provides greater flexibility on the order they are asked and the respondent has greater freedom to answer and expand on each question. In other words; it helps the researcher to gain a deeper level of understanding of the phenomena under the study.

3.6. The validity of Research Instruments

A good research design requires that the researchers pay attention to the aspects of validity to ensure the strengths of conclusions as well as minimize the risks of deriving the wrong meanings from the informants. According to Borg and Gall (1989) cited in Thomas M.(2015) Validity is the degree to which a test measures what it purports to measure. Concerning the topic of the study, the researcher tried to adopt the instruments from different related works of literature thereby for the instrument to truly measure what it intends to measure.

3.7. Reliability of Research Instruments

According to Polit and Hungler, (2004) cited in Endale (2019), the Reliability of research instruments is the degree of consistency with which an instrument measures the attribute it is designed to measure. Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials or when used more than once to collect data from samples randomly drawn from the same population (Mugenda and Mugenda,2003).

To ensure reliability the same self-administered questionnaires were developed and distributed to all respondents with the same type of wording thus carrying the same meaning to all following a logical pattern and were consistent thereby avoiding contradiction among responses.

Generally; research instruments have been designed to obtain both validity and reliability, using the following steps:

- The use of both questionnaires and interviews with document analysis or observing existing organization documents to provide greater confidence in the findings by combining the strength of different data collection methods and sources to ensure validity and reliability.

- The research instruments were pre-tested using a sample of respondents to ensure that respondents understood the research questions in the same ways which also ensure reliability.
- A selected sample of stakeholders was interviewed to gain more information, which may not have been obtained from the questionnaire, and based on the interviewee's answers organizational documents were observed to triangulate data.

Also, the consent form contained a brief note on the aims of the research, and the rights and privacy of the respondents. This positively influenced both the relevance and usefulness of the information collected. Neither personal nor institutional data was collected concerning the respondents and their respective institutions and this encouraged freedom of expression and allowed sharing both positive and negative experiences regarding stakeholder engagement. Also; Semi-structured interviewees helped probe further and gave more specific answers and were asked to elaborate on issues not otherwise discussed.

3.8. Data Analysis Techniques

Data analysis entailed examining what would have been collected to make decisions and inferences. Data analysis in mixed methods research consists of analyzing the quantitative data using quantitative methods and the qualitative data using qualitative methods. In this study, the researcher begins with a quantitative data analysis collected from respondents using open-ended questionnaires in which a theory or concept is tested using the Statistical Package for Social Scientists (SPSS) V.20.0 using tables, figures, and graphs for analysis. Followed by a qualitative data analysis collected using semi-structured interviews from key informant individuals. Qualitative data were conducted from the key informant interviews also analyzed thematically through content analysis.

3.9. Ethical Consideration of the Study

Ethics in research refers to the norms for the code of conduct that distinguish between acceptable and unacceptable behavior during conducting and analyzing data or information in the research. Concerning this study, from the very beginning permission was obtained from the local administrative bodies (Lega Tafo Lega Dadi town administration).

The respondents were assured of the confidentiality of the information. All information gathered from the respondents was treated with confidentiality without disclosure of the respondents' identity. In this research, no information/data gathered from the respondents was modified or changed, hence information gathered was presented by keeping its originality or as it is. The study objectives were made clear so that respondents are in tandem/together with the study objectives and to ensure openness.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

4.0. Introduction

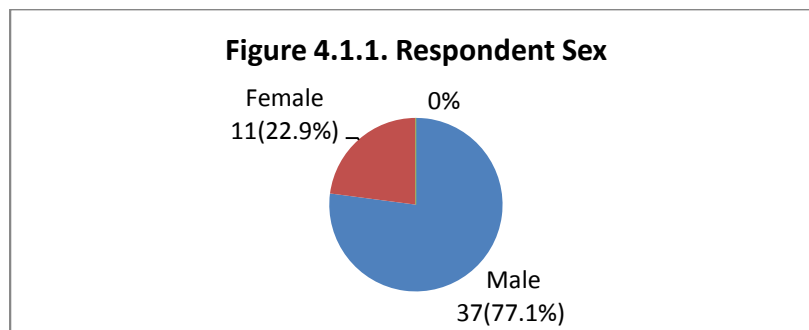
This chapter presents the result of the collected data and discussions of study findings to answer the research objectives and research questions. The research aimed at assessing the overall level of stakeholder engagement and factors affecting the local level of public infrastructure project implementation. The chapter provides the major findings and results of the study as obtained from the questionnaire distributed to 48 respondents. Analysis of data was done using the statistical package for social sciences (SPSS) version 20.0.

The findings of the study are based on these responses, qualitative interviews, and document review. This information was grouped and presented based on the research objectives and results then presented through Frequency distribution tables, percentages, and graphs.

4.1. Respondent Demography

4.1.1. Gender

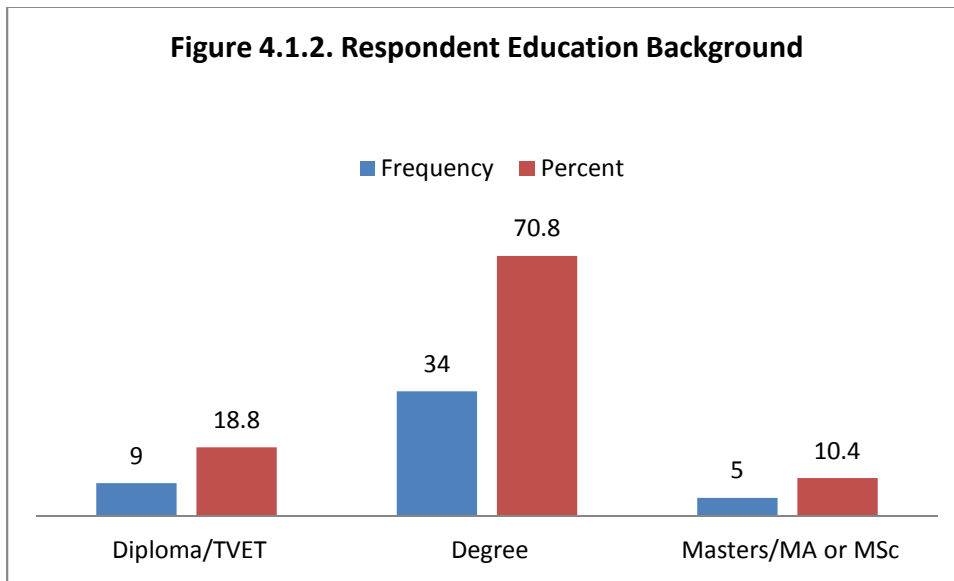
Figure 4.1.1. below shows the distribution of the gender of the respondents. It was ascertained that the implementation of infrastructure projects has a high level of respondents being Males represented by 77.1% and Females representing 22.9% showing the least number. This indicates that the majority of stakeholders involved in the decision and implementation of infrastructure project was males.



Source: Survey 2020

4.1.2. Respondent Education Background

Figure 4.1.2. below depicted that majority of respondent stakeholders were first degree holders represented by 70.8%, followed by 18.8% diploma/TVET, and 10.4% Masters holders. This is the opportunity for local governments to easily create stakeholder engagement awareness and reach on the agreement during project implementation decisions.



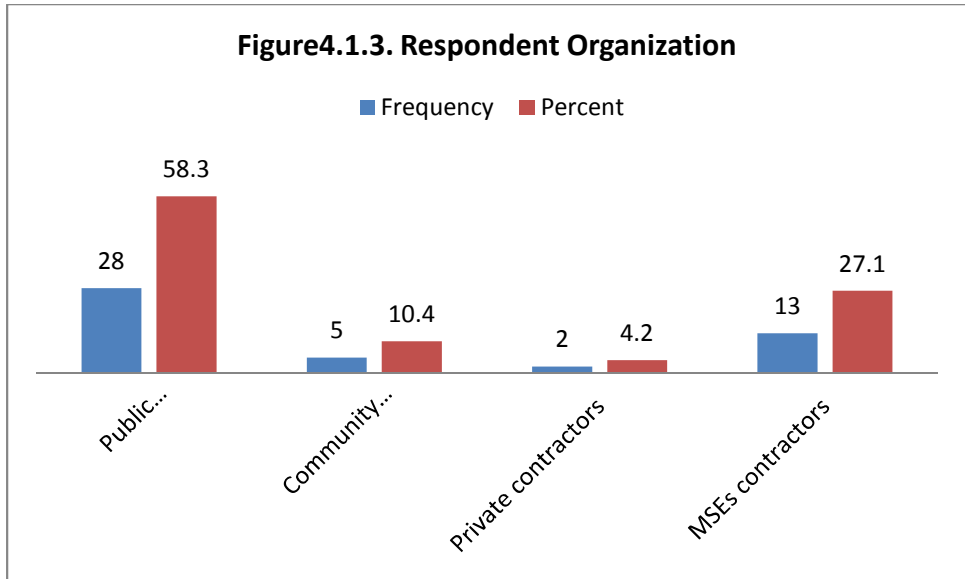
Source: Survey 2020

4.1.3. Stakeholders Organization

The stakeholder group comprised the majority of the respondents from the client organization that included government sectors representing 58.3%, Contractors representing 31.3%, and the remaining from community representatives represented 10.4% as indicated in figure 4.1.3 below. This ascertained that the internal stakeholders have majority being 58.4% involve and influences implementation decision; followed by the external stakeholders(contractors)(31.3%) and community representative(10.4%) with a summation of 41.7% directly involved in implementation activities, and monitoring and evaluation of local public infrastructure project implementation.

Based on data from concerned organization minute meetings held in the past five years shows that the town infrastructure implementation decision made by the local government of the town, of the town. Key informants interview agreed that local public infrastructure implementation

decision was dominated by public sectors or internal stakeholders in the town; were the major role of external stakeholders are ‘box-ticking’. Meaning external/non-state stakeholders do not have the power to involve and influence decisions.



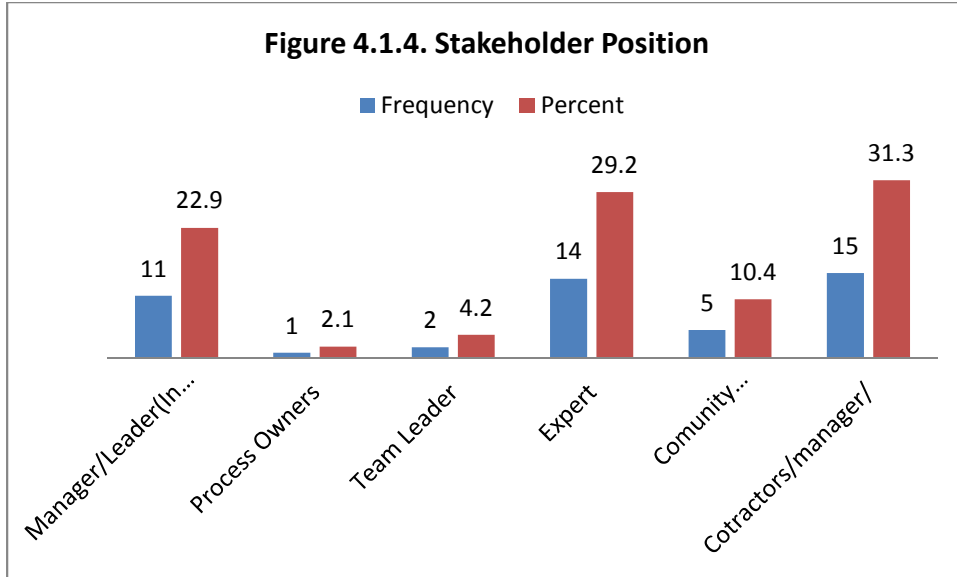
Source: Survey 2020

4.1.4. Stakeholders Position

The position of the respondents showed that the majority of respondents representing 31.3% from both private and MSEs contractors managers, followed project experts (i.e. Architects, Quantity surveyors, regulators, consultants, and others.) representing 27.1%. As shown in figure 4.1.4. below. On the other hand; 22.9%, and 10.4% of respondents representing the Manager/Leader (Project managers and sector leaders) and community representatives respectively; Were 4.2% and 2.1% of respondents are respectively stakeholders with team Leader and Process owners position. This showed that majority 31.3% of respondents was head of contractor (managers).

Based on data from the concerned organization majority of stakeholder involvement during the implementation of local public infrastructure projects are contractors which are represented by 31.3%. However, several contractors stakeholders participated in the implementation of the town infrastructure project is high; they do not involve/participated in decision-making. They only have the authority to perform the project according to the decision made and design prepared by

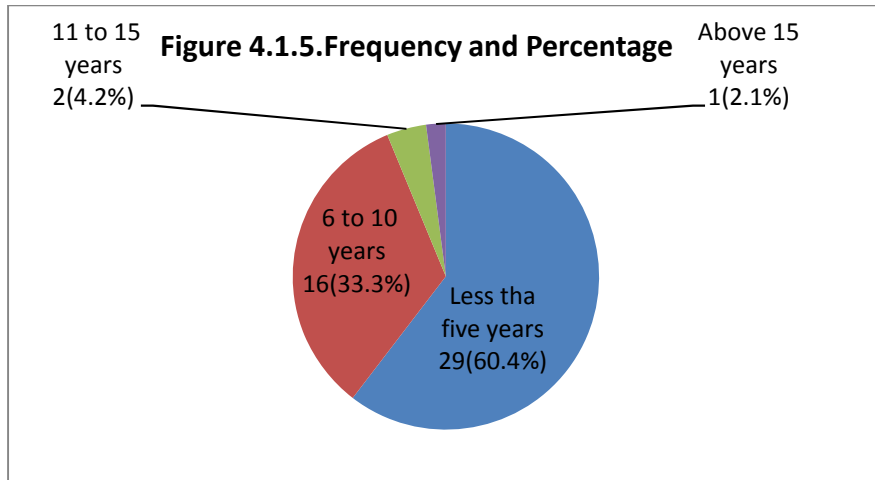
local governments/concerned government departments of the town. Key informants interview with the town project manager agreed that non-state actors have limited roles in local public infrastructure project implementation and decision



Source: Survey 2020

4.1.5. Stakeholders Experience

Figure 4.1.5. below shows the Stakeholder’s engagement experience of respondents in the implementation of local public infrastructure. It was discovered that the majority of the respondents have engagement experience of less than 5years as represented by 60.4%; followed by those between 6 to 10 years representing 33.3%, 11 to 15years 4.2% and those above 15 years were least representing 2.1%. This shows that there were new workers, contractors, and community representatives within the five years duration of public infrastructure projects as shown by more stakeholders with less than 5years of engagement experience.



Source: Survey 2020

4.2. Stakeholder Engagement

In local-level public infrastructure implementation; stakeholder engagement is the two-way effort and communication between internal/local state actors and external/non-state actors to engage in decision-making and implementation activities to ensure effective implementation of local public infrastructure projects. Stakeholder engagement is a key aspect of practicing context-sensitive solutions for infrastructure implementation problems (Kim A. et al., 2009).

4.2.1. Public Infrastructure Projects Stakeholders engaged during Implementation

Table 4.2.1. below shows the respondent responses of the type of infrastructure projects they involved in during the implementation phase. It was discovered that majority of them were engaged in the implementation of connective infrastructure projects (e.g. Road) represented by 52.1%, followed by those in the Protective Infrastructure Projects (e.g. Drainage, Bridge, Culvert) 47.92% and Socio-economic Infrastructure Projects (Market centers/place- industrial cluster, community sheds/shops, warehouses) 35.42% and those who represented Water and Sanitary (e.g. Reservoirs, Water resource and supply pipe, waste disposal,) and Electric power (e.g. Town road light) showed 16.3% and 6.25% respectively. This pointed out that, majority of the respondents respectively engaged mostly in the implementation of connective and Protective infrastructure Projects decision and implementation as indicated in table 4.2.1. below.

Table 4.2.1. Types of infrastructure stakeholders engaged

No.	Item	Frequency	Percent
1	Connective Infrastructure Projects. E.g. Road	25	52.1
2	Protective Infrastructure Projects. E.g. Drainage, Bridge, Culvert, etc.	23	47.92
3	Socio-economic Infrastructure Projects .E.g. Market centers/place- industrial cluster, community sheds/shops, warehouses, etc.	17	35.42
4	Water and Sanitary. E.g. Reservoirs, Water resources, and supply pipe, waste disposal, etc.	8	16.67
5	Electricity E.g. Town road light, biogas, etc.	3	6.25

Source: Survey, 2020

4.2.2. Engagement Modality

Table 4.2.2. below depicted that the majority of respondents agree to represent 62.5%, followed by strongly agree representing 18.8% respondents that the financial engagement modality was used. 16.7% of respondents chose neutral and the least respondents represented 2.1% disagrees. This showed that the majority of respondents representing 81.3% agrees that the finance as engagement modality is most frequently used in the town.

The Table 4.2.2 below shows that the majority of respondents represented 39.6% agreed to the applicability technical engagement modality, 27.1% not agrees, and 20.8% agree to its less applicability. 10.4% of respondents chose neutral were 2.1% of respondents agree to the most applicability of technical engagement modality during the implementation of town public infrastructure projects.

About in-kind engagement modality majority of respondents represented 45.8% responded that this model is not applicable, followed 35.4% less applicable and 16.8% chose neutral. Very few respondents 2.1% agree to the applicability of in-kind engagement modality during the implementation of town public infrastructure projects.

In table 4.2.2. below the majority, 60.4% of respondents indicated that labor engagement modality is not applicable. Followed by 27.1% kept neutral and 12.5% agree to less applicability of labor engagement modality. This showed that the labor engagement modality is the most less applicable modality during the implementation of local-level public infrastructure projects in the Lega Tafo Lega Dadi town administration.

Table 4.2.2. Engagement Modality

No	Items	Key: 1 Not applicable 2 Neutral 3 Less applicable 4 Applicable 5 Most applicable									
		Rating Scale									
		5		4		3		2		1	
		N	%	N	%	N	%	N	%	N	%
1	Financial engagement	9	18.8	30	62.5	8	16.7	1	2.1	-	-
2	Technical engagement	1	2.1	19	39.6	10	20.8	5	10.4	13	27.1
3	In-Kind engagement	-	-	1	2.1	17	35.4	8	16.7	22	45.8
4	Labor engagement	-	-	-	-	6	12.5	13	27.1	29	60.4

Source: Survey, 2020

From the above table, financial and technical engagement modality is the most applicable engagement modality represented 81.3% and 41.7% respectively. Were in kind and labor engagement modality not more applicable in the implementation of local-level public infrastructure projects in the Lega Tafo Lega Dadi town administration.

Key informant interviewees agree that financial engagement modality is most frequently used; while technical engagement modality is the second most frequently used especially to engage internal stakeholders. In a kind and labor respectively least practiced as engagement modality in the town. However; these two engagement modality is not considered and included in the project implementation plan as one of the engagement modalities.

4.2.3. Level of Stakeholder Engagement

4.2.3.1. Level of Engagement

Table 4.2.3.1. indicates that abundant respondents representing 41.7% believed that stakeholders were informed through conference presentations, general assembly, and social media engagement platforms during infrastructure project implementation in the town. Also; 22.9% of respondents agree that stakeholders consulted using workshops, focus group discussion/ committee meetings, and site visits.

On other hand; respondents representing 20.8% said stakeholders involved through a joint working group, workshops, etc. platforms in infrastructure decision and implementation; While 14.6% of respondents agree that stakeholders are collaborated in project implementation decision and realization phase using deciding and working directly with the concerned organization to ensure that stakeholders concerns consistently understood and considered in project decision and implementation. This showed that the majority of respondents engaged at informed and consulted which encourages one-way communication from state actors to non-state actors during the implementation of the local infrastructure project in the town.

Table 4.2.3.1. Level of Engagement

Item	Frequency	Percent	Engagement platforms
1 informed	11	22.9	The public meeting, Conference presentation, General Assembly, Social media, billboards, etc.
2 Consulted	20	41.7	Workshops, working group, Site visit, etc
3 Involved	10	20.8	joint working group, workshops, etc
4 Collaborated	7	14.6	Directly working in the decision and implementation with crucial roles.
Total	48	100.0	

Source: Survey, 2020

4.2.3.2. Perception of Stakeholders on Level of Engagement

As indicated in table 4.2.3.2. below 47.9% of respondents strongly disagree and disagree, followed by 41.7% strongly agree and agree and 10.4% chose neutral to the availability of policy frameworks that provide a clear level of stakeholder engagement during the implementation of local-level public infrastructure projects in the Lega Tafo Lega Dadi Town Administration. This revealed that the absence of clear policy frameworks affects the level of stakeholder engagement in the implementation of local-level public infrastructure projects in the Lega Tafo Lega Dadi Town Administration.

As can be seen from table 45.9%(6.3% strongly disagree and 39.6% disagrees) of respondents believed that there is no effective level of stakeholder engagement, were 43.8% (2.1% strongly disagree and 41.7% disagree)of respondents strongly agree and agree to the effectiveness of level of stakeholder engagement and 10.4% of respondents kept silent. This showed that there is not an effective and efficient level of stakeholder engagement during the implementation of local-level public infrastructure projects in the Lega Tafo Lega Dadi Town Administration. On the other hand; 43.8% of respondents strongly disagree and disagree with the Town Administration engage with a wide range of concerned stakeholders during the implementation of local-level public infrastructure projects in the town administration. 41.7% strongly agree and agree to the town engage with a wide range of concerned stakeholders and 14.6% selected neutral. This indicated that the Town Administration does not engage with a wide range of concerned stakeholders during the implementation of local-level public infrastructure projects.

From the above table 4.2.3.2. respondents represent 45.9% strongly agree and disagree; followed by 41.6% of respondents strongly agree and agree, and 12.5 neutral to the contextualization of stakeholders' engagement. This shows that there is no context-specific stakeholder engagement policy/rules for the implementation of local public infrastructure projects in the Lega Tafo Lega Dadi Town Administration which results in poor stakeholder engagement.

Table 4.2.3.2. below item 1.5 also showed that 35.4% disagrees, followed by 33.3% neutral, and 31.3% strongly agree and agree to the manipulation and coercion in the stakeholder engagement. This indicates that the majority of respondents disagree with the use of manipulation and coercion for stakeholder engagement in the implementation of local public infrastructure projects in the local government of Lega Tafo Lega Dadi Town Administration.

Failure to consider stakeholders' inputs whenever there are changes to the original plan during implementation was also one of the major causes of poor stakeholder engagement in the town administration. As indicated in table 4.2.3.2. below 43.7% of respondents disagree; were 39.6% and 16.7% of respondents respectively agree and neutral that the consideration of stakeholders' inputs, whenever there are changes to the original plan during the implementation of public infrastructure, was a problem in Lega Tafo Lega Dadi Town Administration.

Respondents of the study asked whether the current level of engagement is increased and create a sense of ownership for stakeholders; 29.1% and 4.2% respectively strongly disagree and disagree. Respondents represented, 48% strongly agree and agree and 18.8% of respondents chose neutral. This revealed that the majority(48%) of respondents agree that the current level of engagement is increased compared to the previous in local public infrastructure project implementation in the Lega Tafo Lega Dadi Town Administration.

As indicated in table 4.2.3.2. more than half of respondents represented 54.2% strongly disagree and disagree with the overall current level of stakeholder engagement, followed 35.5% strongly agree and agree, and 10.4% kept neutral. This shows that however, there is stakeholder engagement takes place; the current level of engagement does not bring the expected results in the implementation of local public infrastructure projects in the local government of Lega Tafo Lega Dadi Town Administration

The key informant interviewee agrees that a lack of creating an enabling environment for stakeholder engagement in the implementation of local public infrastructure projects affects effective stakeholder engagement. Also; both majorities of stakeholders were not satisfied with their level of engagement made during the implementation of local public infrastructure projects in the town. This was confirmed by the key informant interview with Project Manager who said that he thinks his stakeholders are not satisfied with the level of stakeholder engagement. Furthermore, there was no concrete stakeholder management plan or process to manage the stakeholder engagement, especially during the realization phase.

Table 4.2.3.2.Perception of Stakeholders on Level of Engagement

No	Key: SA=Strongly Disagree D=Disagree N= Neutral A=Agree SA= Strongly Agree Items	Rating Scale									
		5(SA)		4(A)		3(N)		2(D)		1(SD)	
		N	%	N	%	N	%	N	%	N	%
1.1	Policy framework provide clear level of Stakeholder engagement	1	2.1	19	39.6	5	10.4	17	35.4	6	12.5
1.2	There is effective and efficient level of stakeholder engagement	1	2.1	20	41.7	5	10.4	19	39.6	3	6.3
1.3	Town Administration engage with a wide range of concerned stakeholders	2	4.2	18	37.5	7	14.6	19	39.6	2	4.2
1.4	Stakeholder engagement are localized (contextualized)	4	8.3	16	33.3	6	12.5	19	39.6	3	6.3
1.5	Stakeholder engagement is free from manipulation or coercion	2	4.2	13	27.1	16	33.3	17	35.4	-	
1.6	Stakeholders' inputs are considered whenever there are changes to the original plan during implementation	4	8.3	15	31.3	8	16.7	16	33.3	5	10.4
1.7	Current level of engagement is increased and create sense of ownership for stakeholders	3	6.3	20	41.7	9	18.8	14	29.2	2	4.2
1.8	Your overall impression on the current level of stakeholder engagement	2	4.2	15	31.3	5	10.4	21	43.8	5	10.4

Source: Survey, 2020

4.2.4. Perception of the Effectiveness of Engagement Platforms

The absence of effective stakeholder engagement platforms and/or blocked communication between some/limited project stakeholders affects the successful implementation of public infrastructure in the local-level governments. The study found out that 45.9% of respondents strongly disagree and disagree while 39% of respondents strongly agree and agree with the

engagement platforms used in the town during the implementation of local public infrastructure to increase the level of stakeholder engagement. The remaining 14.6% of respondents chose neutral. This was an indication that most of the respondents were not well versed with the engagement platforms used to engage with stakeholders in the town administration.

In an attempt to establish the effective engagement platforms that encourage two-way communication in public infrastructure project implementation, half of the respondents 50% said that engagement platforms are not encouraging two-way communication during the infrastructure project implementation in the town. On the other hand, 27.1% agreed while 6.3% strongly agreed were 16.3% neutral to the issue.

Table 4.2.4. the study established that most of the respondents represented 39.6% disagree and 6.3% strongly disagree, followed by 31.3% agree and 4.2% strongly agree, and 18.8% neutral to the receptiveness of engagement platforms used during town public infrastructure projects implementation. This indicated that a majority of respondents believed that engagement platforms used during public infrastructure project implementation did not provide an opportunity to message about and lack receptiveness by stakeholders in the town.

Designing stakeholder engagement platforms considering nature, scope, project life cycle, and project context are one of the success factors for local public infrastructure project implementation. In an attempt to design the effective stakeholder engagement platforms more than half respondents represented 50% disagree and 4.2% strongly disagree, followed by 25% agree and 6.3% strongly agree were 14.6% chose neither agree nor disagree to the availability of project and context-specific engagement platforms as shown in table 4.2.4. below. This showed that the majority of respondents (54.2%) agree to the absence of stakeholder engagement platforms designed considering nature, scope, project life cycle, and project context in public infrastructure project implementation in the town.

Stakeholders' engagement platforms designed and used are not avoided engagement problems or meet stakeholders' expectations and create a smooth relationship to play their role during the implementation of public infrastructure project implementation in the town administration. As shown in table 4.2.4. below the majority of respondents represented 47.9% disagree and 31.3%

agree, were 20.8% of respondents kept neutral for the overall perception of the effectiveness of current engagement platforms used in the implementation of infrastructure projects in the town.

Data gathered from an interview of the key informants from concerned town administration heads indicated that there were adequate factors for the effective level of stakeholder engagement in the Lega Dadi Lega Tafo Town Administration. Key informant interviewee agreed that the following factors impact the effectiveness of engagement platforms;

- Stakeholders' needs and interests were not listened to well enough. That is; not encourage two-way communication in project implementation.
- Organizational issues with the stakeholders' engagement are not being fully equipped to handle this multipurpose infrastructure project implementation. In terms of communication platforms, decision-making process, and capacity of people.
- Communication lines, decision-making processes, and escalation processes were aligned between organizations.
- Ineffective, unclear, and limited communication and involvement during the entire realization phase, including the Design phase, between the project team and its stakeholders.

Table 4.2.4. Perception of the Effectiveness of Engagement Platforms

No	Items	Rating Scale									
		5(SA)		4(A)		3(N)		2(D)		1(SD)	
		N	%	N	%	N	%	N	%	N	%
1.1	Stakeholder engagement platforms increase level of stakeholder engagement	4	8.3	15	31.3	7	14.6	18	37.5	4	8.4
1.2	Stakeholder engagement platforms encourage two-way communication	3	6.3	13	27.1	8	16.7	20	41.7	4	8.3
1.3	Stakeholder engagement platforms get a high receptiveness of every	2	4.2	15	31.3	9	18.8	19	39.6	3	6.3

	stakeholder to message about project implementation										
1.4	Engagement platforms designed in line with the nature, scope, and context of projects.	3	6.3	12	25	7	14.6	24	50	2	4.2
1.5	Overall perceptions on the effectiveness of current Stakeholder engagement platforms	2	4.2	13	27.1	10	20.8	22	45.8	1	2.1

Source: Survey, 2020

4.3. Factors Affecting the Level of Stakeholder Engagement

Local governments have roles to play in carving enabling environment for stakeholder engagement - through taking policy framework in actions that are within their mandates, and encouraging and assigned a range of functions to stakeholders. It shapes local contexts for public infrastructure projects implementation and conditions within which local government organizations/agencies, CBOs, private sectors, and civil societies work together. In fact stakeholders; at any given time may have multiple engagement goals and objectives; the greater emphasis is the level of engagement obtained from a range of stakeholder groups. The major factors that influence the project manager to make an effective level of stakeholder engagement include Institutional, legal, financial, and process factors. Weak stakeholder engagement implementation capacity, lack of finance, absence of context, and project-specific engagement platforms and strategies.

4.3.1. Institutional Factors

In local-level public infrastructure implementation; institutional factors are the most hindering factor that impacted the successful stakeholder engagement which results in a lack of successful implementation and meeting stakeholders' expectations. Table 4.3.1. below study result found out that the majority of respondents represented 52.1% agree and 10.4% strongly agree were 16.7% of respondents disagree and 4.2% strongly disagree, and 16.7% choose neutral that organizational structures affect the level of stakeholder engagement. This indicated that the majority of respondents represented 62.6% agree to the organizational structures of the project

team and stakeholders were impacted the appropriate level of stakeholder engagement and successful implementation of public infrastructure projects in the town.

As indicated in table 4.3.1. below respondents represent 45.8% and 12.5% respectively agree and strongly agree, followed by 29.3% responded neutral and 8.3% disagree, and 4.2% strongly disagree with that attitudes towards engagement affects engagement. This showed that the majority of 58.3% of respondents agree that level of stakeholder engagement was impacted by the attitudes toward engagement during the implementation of public infrastructure in the town.

Stakeholder engagement audiences are constantly changing, both in terms of population and culture. Managers, therefore, need to objectively evaluate their current engagement tactics and adapt their engagement to best meet changing needs. Respondents represented 41.7% agree and 10.4% strongly agree, were 35.7% neutral and 12.5% disagree that change in the engagement cultures affects the level of engagement. This revealed that the majority of respondents represented 52.1% agree that lack of adjusting the level of stakeholder engagement with contexts was affected by successful infrastructure project implementation in the town.

The types and number of project stakeholders engaged at different points in the phases of the project management process varies. Thus, it is critical to identify relevant stakeholders and levels of engagement needed early to target them appropriately and ensure underrepresented populations (who are often marginalized by the management process) are recognized and included.

Table 4.3.1. established that respondents representing 47.9% and 14.6% respectively agree and strongly agree and 22.9% chose neutral, where 14.6% disagreed that existing stakeholder engagement strategies affect the level of stakeholder engagement. This depicted that 62.5% of respondents believed the impact of perceived engagement strategies has affected the level of stakeholder engagement in the implementation of local public infrastructure project implementation in the town.

Item 4.3.5 of the Table 4.3.1 below shows that respondents represented 56.3% agree and 12.5% strongly agree, where 16.7% disagree and 2.1% strongly disagree, and 12.5% kept neutral that fragmentation of authority across the level of government affects the level of stakeholder engagement in the town. This indicates that the majority of respondents 68.8% believed that the

distribution of multiple authority across public sectors impeded an effective level of engagement in the implementation phase of public infrastructure projects in the town.

In awareness of stakeholder engagement respondents representing 54.2% agree and 20.8% strongly agree, where 12.5% disagree and 12.5% chose neutral in table 4.3.1. below. This showed that 75% of respondents believed that lack of awareness of stakeholder engagement and its objective impedes the level of stakeholder engagement in the implementation decision of local public infrastructure projects in the Lega Tafo Lega Dadi town administration.

In ascertaining the past stakeholder engagement experience for effective level of stakeholder engagement in the implementation phase of public infrastructure projects in the town; in the table 4.3.1. below 50% of total respondents responded agree and 22.9% of respondents strongly agree. On the other hand; 12.5% of respondents disagree and 4.2% strongly disagree were 10.4% of them said neutral about the issue. This indicates that 72.9% of respondents agree to the poor/ineffective past stakeholder engagement affected the extent to which stakeholders engaged in the public infrastructure project implementation decision in the town.

Lack of diverging/limiting 'value' and 'stake' of concerned stakeholders during implementation decisions impacted the level of engagement and stakeholders 'buy-in' in the infrastructure implementation/realization phase in the town. This is observed from the field survey as a significant majority indicated Strongly agree and Agree representing 14.6% and 58.3% respectively with a summation of 72.9%. Compared to 8.3% disagree and 18.8% neutral responses of total respondents responded to the issue.

Data gathered from an interview of the key informants from concerned town administration heads indicated that there were adequate factors for the effective level of stakeholder engagement in the Lega Dadi Lega Tafo Town Administration. The institutional factors include:

- Lack of institutionalizing stakeholder engagement by funding it, staffing it, and making public commitments to it,
- Inadequate organizational structure, to assimilate stakeholder engagement into the existing local government organizational structure and keep its regularity and focus to strengthen the implementation.

- Lack of aligning the level of engagement with the organizational objectives through government policy/rule and regulation benchmarks for practice.
- Absence of strategic and integrated stakeholders engagement strategy/plan; instead simply rely on sectoral plans
- Lack of ensuring cultural appropriateness with stakeholder engagement

Table 4.3.1. Institutional Factors

No	Items	Rating Scale									
		5		4		3		2		1	
		N	%	N	%	N	%	N	%	N	%
4.1.1	Absence of context specific organizational structure	5	10.4	25	52.1	8	16.7	8	16.7	2	4.2
4.1.2	Attitudes towards Engagement	6	12.5	22	45.8	13	29.3	4	8.3	2	4.2
4.1.3	Changes in Engagement cultures	5	10.4	20	41.7	17	35.4	6	12.5	-	-
4.1.4	Perceived stakeholder engagement strategy	7	14.6	23	47.9	11	22.9	7	14.6	-	-
4.1.5	Multiple authorities across levels of the government organization (fragmentation)	6	12.5	27	56.3	6	12.5	8	16.7	1	2.1
4.1.6	Awareness of the issues (stakeholders' engagement)	10	20.8	26	54.2	6	12.5	6	12.5	-	-
4.1.7	Poor Past experience(history) of organization activities undertaken to engage with stakeholder	11	22.9	24	50	5	10.4	6	12.5	2	4.2
4.1.8	Lack of diverging/converging value and stake	7	14.6	28	58.3	9	18.8	4	8.3	-	-

Source: Survey, 2020

4.3.2. Legal Factors

From the data presented, it was found that the absence of clearly designed and defined stakeholder engagement policy framework, rule, and regulation that provide a clear avenue for sound stakeholder engagement during the implementation phase. In table 4.3.2. below the assertion is showed by 41.7% and 16.7% of respondents agreed and strongly agreed respectively. Those who opposed formed only 8.3% strongly disagree and 20.8% disagree; where 12.5% are neutral. In this regard, struggle to clearly define and design stakeholder engagement policy framework considering project context, scope, objectives, resource, phases of the project, and stakeholders' needs/ interest is a highly impacted level of stakeholder engagement in the implementation of local public infrastructure projects in the town.

Regarding this division of power among public sectors/organization, indicated that majority of respondents agreed and strongly agreed 56.3% and 12.5% respectively with the summation of 68.8% respondents agreed that power division problem between different stakeholder organization affects the level of stakeholder engagement in the implementation decision of infrastructure projects in the town. This was followed by 16.7% neutral and 12.5% disagreed and 2.1% strongly disagreed.

Data gathered from an interview of the key informant's Data gathered from the interview of the key informants from concerned town administration heads indicated that there were adequate factors for the effective level of stakeholder engagement in the Lega Dadi Lega Tafo Town Administration. Legal factors include:

- ❖ Absence of properly designed /context-specific stakeholder engagement policy documents, structures, procedures to create a conducive environment for stakeholders.
- ❖ Absence of strong policies against the use of manipulation, interference, coercion, intimidation, or illegal conduct.
- ❖ Aims and objectives for engagement activities are not articulated in long-term effect view of meaningful stakeholder engagement focused on relationship building and avoiding adverse impacts to stakeholders, which should be aligned with corporate policy and endorsed by senior management within the town

Table 4.2.2. Legal Factors

No	Items	Rating Scale									
		5		4		3		2		1	
		N	%	N	%	N	%	N	%	N	%
4.2.1	Absence of appropriate Policy framework/regulations	8	16.7	20	41.7	6	12.5	10	20.8	4	8.3
4.2.2	Division of legal powers between public sectors /organization	6	12.5	27	56.3	8	16.7	6	12.5	1	2.1

Source: Survey, 2020

4.3.3. Financial Factors

Table 4.3.3. below indicated that respondents representing 43.8% agreed and 6.3% strongly agreed, followed by 20.8% disagree, 8.3% strongly disagree and 20.8% neutral to the financial resource availability impacts the level of engagement with concerned stakeholders. This showed that the majority (50.1%) of respondents believed that level of stakeholder engagement in the implementation of infrastructure projects in the town affected by the shortage of financial resources.

In establishing restriction of financial resources on specific measures respondents representing 60.4% and 8.3% agreed and strongly agreed, were respondents represented 14.6% disagreed, 4.2% strongly disagreed, and 12.5% neutral as showed in table 4.3.3. below. Concerning this, the Majority of respondents represented 68.7% agree that restriction of the budget only on single or specific issues (e.g. project implementation) impeded the level of stakeholders engaged in the implementation of public infrastructure projects in the town.

Besides table 4.3.3. below revealed that respondents agreed and strongly agreed represented 52.1% and 4.2% respectively, followed by 22.9% neutral, 14.6% disagreed, and 4.2% strongly disagreed. From the analysis, 56.3% of respondents agreed to the inflexibility of finance/budget based on revenue town impacted level of relevant stakeholder engagement in the town.

Data gathered from an interview of the key informants from the town administration Project

Manager, contractor and community representatives indicated that there were adequate factors for the effective level of stakeholder engagement in the Lega Dadi Lega Tafo Town Administration. The financial factors include:

- Funding strategy to include various sources and commitment for funding stakeholder engagement
- Local stakeholder engagement planning and budgeting

Table 4.3.3. Financial Factors

No	Items	Rating Scale									
		5		4		3		2		1	
		N	%	N	%	N	%	N	%	N	%
4.3.1	Availability of resource limiting level of engagement	3	6.3	21	43.8	10	20.8	10	20.8	4	8.3
4.3.2	Financial restrictions on specific measures	4	8.3	29	60.4	6	12.5	7	14.6	2	4.2
4.3.3	Limitations on the flexibility with which revenues can be used to finance stakeholder engagement	2	4.2	25	52.1	11	22.9	8	16.7	2	4.2

Source: Survey, 2020

4.3.4. Organizational Factors

In viewing the level of stakeholder engagement in local-level public infrastructure project implementation decision-making as a wicked/critical problem, it becomes clear there are no silver bullet solutions. Wicked problems require interventions that consider the system, its complex drivers, and the underlying motivations of those with the agency to change the status quo. Thus, a crucial point addressing the root causes of disagreement and distrust among key actors is to better align the process of stakeholder engagement with the practice (Gardner 2009 and Udall 2011).

4.3.4.1. Management Factors

Table 4.3.4.1. below revealed respondents representing 50% agree and 14.6% strongly agree to the problem of compromising engagement policies at local-level government managements. 16 %and 4.2% of respondents respectively disagree and strongly disagree, were 14.6% chose neutral about the issue. This indicated that the majority(65.3%) of respondents believed that lack of management skills and ability to compromise stakeholder engagement policies/rules and regulations, procedures, and strategies was affected the level of stakeholder engagement in the implementation decision of public infrastructure projects in Lega Tafo Lega Dadi town administration.

In the same 4. 3. 4.1. table item 4.3.4.1.2. respondents representing 56.3% said agree and 10.4% strongly agree to the cross-sectoral coordination problem between the different stakeholders and/or stakeholder's organization. On the other hand, 23% disagree were 10.4% neutral to the issue. This showed that the majority (60.7%) of respondents believed that lack of coordination among relevant stakeholders during the implementation decision and realization phase hinder to what extent engaged and their contribution to the successful implementation of public infrastructure in the town.

To effectively engage with relevant stakeholders and achieve the engagement goal, it is pivotal to effectively manage staff skills and/or resources. Concerning difficulties associated with management of staff resources or skills in the stakeholder engagement respondents represented agree and strongly agree respectively 45.8% and 10.4% as indicated in table 4.3.4.1. below. On the other hand; 22.9% of respondents disagree, were 20.8% neutral about the issues. This showed that more than half of represented by 56.2% agree that the management of staff skills and resources impacted the level of engagement during public infrastructure decisions and implementation in the town.

Effective implementation decision-making requires an appropriate level of relevant stakeholders' involvement/collaboration. Fear of decision-makers to collaborate with diverse stakeholders during local public infrastructure decisions and implementation results in a lack of stakeholder support and 'buy-in' or implementation resistance. Based on table 4.3.4.1. item 4.3.4.1.4. below respondents representing 31.3% agreed and 12.5%, strongly agree with the summation of (43.8%) agree that decision-makers fear of losing influence and power affected the level of

engagement public infrastructure decisions and implementation in the town; were 29.2% and 27.1% respectively neutral and disagree with the issue.

Stakeholders are starting point for local-level public infrastructure project implementation. Successfully implementation of these projects depends on an effective level of stakeholder engagement. As one project successive factor's stakeholder engagement requires specific responsibility and accountability during local public infrastructure project implementation decision and realization phase. Table 4.3.4.1. below indicates that the majority of respondents representing 45.8% and 25% respectively agree and strongly agree; followed by 16.7% disagree, 4.2% strongly disagree, and 8.3% of respondents chose neutral on the issue. This revealed that the majority of respondents representing 70.8% agree that the absence of clear and stakeholder engagement specific responsibility and accountability was impacted effective stakeholder engagement which failed in local public infrastructure project implementation.

Data gathered from the interview of the key informants from the concerned organization of town administration heads, contractor and community representatives indicated that there were adequate factors for the effective level of stakeholder engagement in the Lega Dadi Lega Tafo Town Administration. The management challenges include:

- ❖ The inability of Comprises policies, procedures, and frameworks that create enabling environment for stakeholder engagement and deliver mandates to stakeholders that connect and achieve goals.
- ❖ Lack of treating stakeholders to build strong relationships and trust with stakeholders to equally participate in the engagement process.
- ❖ Commitment to the inclusion of most impacted and vulnerable groups in stakeholder engagement activities.
- ❖ Manipulation, interference, coercion, and intimidation stakeholder engagement in the town.
- ❖ Responsibility and Accountability for stakeholder engagement
- ❖ Inability to collectively manage and engage relevant stakeholders. However, their individual needs and uniqueness should also be taken into account.
- ❖ Lack of adequate stakeholder analysis and engagement plan
- ❖ Poor Coordination among stakeholders/institutions.

- ❖ Lack of awareness that the stakeholders' engagement is the missing link in the local public infrastructure project implementation.

Table 4.3.4.1. Management Factors

No	Items	Rating Scale									
		5		4		3		2		1	
		N	%	N	%	N	%	N	%	N	%
4.3.4.1.1	Lack of compromising stakeholder engagement policies frameworks, procedures, and strategies	7	14.6	24	50	7	14.6	8	16.7	2	4.2
4.3.4.1.2	Lack of Cross-sectoral linkages/coordination	5	10.4	27	56.3	5	10.4	9	18.8	2	4.2
4.3.4.1.3	Difficulties associated with management of staff resources or skills	5	10.4	22	45.8	10	20.8	11	22.9	-	-
4.3.4.1.4	Decision-makers' fear of losing influence and power	6	12.5	15	31.3	14	29.2	13	27.1	-	-
4.3.4.1.5	Absence of clear responsibility and accountability for engagement	12	25	22	45.8	4	8.3	8	16.7	2	4.2

Source: Survey, 2020

4.3.4.2. Communication Factors

Designing or selecting effective and context-specific stakeholder engagement platform is mandatory to building trust, highlighting the set project goals and communicate to its stakeholders, and develop interpersonal skills among diverse stakeholders and providing critical feedback on management options. Managers should engage individuals or organizations that match the demographics and relative proportion of those that are affected by management

decisions and disseminate information in the languages and communication channels that all possible stakeholders can understand.

Table 4.3.4.2. below establish that majority of respondents representing 58.3% and 8.3% respectively agree and strongly agree with the summation of 66.6% that the problem of designing and using context-specific stakeholder engagement platforms are major hindering factors stakeholder engagement and successful implementation of public infrastructure in the town. Also,14.6% and 4.2% of respondents disagree and strongly disagree respectively with the summation of 18.8% disagree, were 14.6% of respondents neutral with the issues under study.

Regarding inadequate use of engagement Platforms with project context, phases, and level of Engagements required to the project, the majority of the respondents representing Agree showed 43.8%, followed by Strongly Agree 14.6%. Those who indicated Neutral showed 22.9% and Disagree represent 18.8% as the least. From table 4.3.4.2. the analysis shows that inadequate use of engagement Platforms with project context, phases, and level of Engagements required to the project is an impact as a result of poor stakeholders' engagement/participation in project implementation/ execution.

The study found out that lack of skills and knowledge to use engagement platforms affected the implementation of the local-level government of public infrastructure projects in Lega Tafo Lega Dadi Town Administration Most of the respondents (58.3%) agreed that lack of skills and knowledge to use engagement platforms. Other respondents representing 25% disagree and 16.7% neutral to the issue related to skills and knowledge in using/practicing appropriate engagement platforms during a public infrastructure project implementation phase in the town.

Data gathered from key informants' interviewees of the concerned organization of the town administration heads, contractor, and community representatives indicated that there were adequate engagement platform/communication factors for the ineffective level of stakeholder engagement in the Lega Dadi Lega Tafo Town Administration. These communication challenges include:

- Lack of designing project stages, level of engagement and context-specific engagement platforms for local public projects

- Lack of ensuring cultural appropriateness with stakeholder engagement proposed platforms
- Ineffective, unclear, and limited communication and engagement during the entire realization phase, including the Design phase, between the project team and its stakeholders.
- Lack of local government skills to fostering and practicing two-way communication
- The inability of providing an enabling space and appropriate engagement platforms/mechanism for local stakeholders engagement

Table 4.3.4.2. Communication Factors

No	Items	Rating Scale									
		5		4		3		2		1	
		N	%	N	%	N	%	N	%	N	%
4.3.4.2.1	Absence of designing context-specific stakeholder engagement platforms	4	8.3	28	58.3	7	14.6	7	14.6	2	4.2
4.3.4.2.2	Absence of appropriate Platforms related with level of Engagements	7	14.6	21	43.8	11	22.9	9	18.8	-	-
4.3.4.2.3	Absence of skills and knowledge to use/practice engagement platforms	4	8.3	24	50	8	16.7	12	25	-	-

Source: Survey, 2020

Generally; Based on data collected from the interview the following are causes for poor stakeholder engagements;

- No creation and implementation of a structured stakeholder management plan or process to manage the stakeholder engagement during the project phases infrastructure projects.
- No evaluation of stakeholder management and stakeholder satisfaction during the Realization phase.

- Involving and informing stakeholders too late during the implementation phase in changes made by the contractor and in giving stakeholders enough time to look into documents.
- Stakeholders who do not have the knowledge, capacity, and ability to specify functional requirements during the Plan phase from within their organization.
- Project teams and stakeholders are not organized in engaging or being engaged in terms of capacity, clear communication lines, and decision-making processes within the organization.
- Stakeholder needs and interests are not considered and listened to by the project team.
- Ineffective, unclear, and limited communication and involvement during the entire realization phase, including the Design phase, between the project team and its stakeholders.
- Not putting enough effort by the project team to collect stakeholder requirements during the implementation phase.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1. INTRODUCTION

This chapter focus on the conclusion and recommendation for the study based on the findings that were ascertained in the analysis through a careful assessment of the objectives. It further concludes the study and makes recommendations for an effective level of stakeholder engagement in the local public infrastructure project implementation.

5.2. Conclusions

Stakeholder engagement is a recent phenomenon in the town. But, now it is getting great attention and becomes the big task of the town administration in the implementation of public infrastructure projects. The existing level of stakeholder engagement efforts is mainly focused on the process of implementation in which the stakeholders make different contributions mainly to promote local resource mobilization which lacks the stakeholder engagement to decide on its affairs in local public infrastructure project implementation in the town. Local public-owned infrastructure implementation is one in which all stakeholders share responsibility and accountability for the successful implementation, especially when a variety of financial, materials, and technical resources are needed to achieve town goals. According to Barron and Barron (2009) cited in Richard (2016), the local endeavor is successful when it achieves its objectives and meets or surpasses the wishes, diverse stakeholders. Stakeholders' management and engagement is a driving force in the successful implementation of local public infrastructure projects since they have a critical part to play; regarding setting objectives, project design, and output should be expected after execution.

Based on the findings; Stakeholders do not satisfied/happy with their current level of engagement and engagement platforms used. In the study, several stakeholders were not identified based on their level of influences/needs and project contexts. Level of stakeholder engagement in the Lega Tafo Lega Dadi Town was seen to be poor; Due to the absence of a conducive environment for stakeholders to involve in the project implementation decision and execution activities to express their pressing needs and priorities on projects.

The engagement was mostly focused on the financial engagement modality or the amount of money that needs to be contributed by each of the residents in the town was determined by the regional regulation number 16/2015 local asset development and management. Also, technical engagement modality was used, particularly for engaging local state-actors; Were In-kind and labor is do not got due attention at engagement modalities. In other words, the procedure still focuses more on engaging the stakeholders at the planning stage of projects to fill the financial gaps during implementation. Effective stakeholder engagement is directly related to determining the appropriate level of stakeholder engagement in the implementation decision process and execution activities of the local public infrastructure project and management function includes the formulation of policies, planning, implementation, execution, and monitoring and evaluation.

The respondents thought the study pointed out that, absence of context-specific institutional/organization-policy/rules and regulation, lack of resource, lack of local government/management skills, not engaging diverse stakeholders/balanced stakeholder (especially from external stakeholders groups) in the decision-making process, inadequate engagement platform and poor communication, coordination between the stakeholders, and stakeholder awareness, change in stakeholder engagement culture, and responsibility and accountability and relating stakeholder engagement with politics are major challenges hindering effective stakeholder engagement. These showed that there are several challenges for the poor level of stakeholder engagement in local public infrastructure project implementation/execution, but some were highly intense than others as seen in the analysis.

It can, therefore, be concluded that several factors result in a poor level of stakeholder engagement in local public infrastructure projects' decision and execution. Thus; the Town administration should create an enabling environment for a meaningful level of engagement through addressing the factors affecting the level of stakeholder engagement as well as filling the capacity gaps within the stakeholders to achieve an effective level of stakeholder engagement which contributes to the successful implementation of town public infrastructure projects. Besides; local government should design or choose the context-specific engagement platform based on the level of engagement that was seen to be crucial to effectively engage and develop stakeholders 'buy-in' on projects.

5.3. Recommendation

At the end of this study, based on the output of this study; the researcher provides different recommendations to be carried out to promote the level of stakeholder engagement and improve local public infrastructure implementation to make it effective and sustainable.

Firstly, Local government should give due attention to the needs of stakeholders during local public infrastructure project implementation decisions and execution. Also; establish context-specific institutions, policy, rule, and regulation, strategy to provide guidelines for stakeholder engagement, with clearly stated objectives, roles, responsibility, and accountability for relevant stakeholders. Even; stakeholder engagement policy document is important to provide guidelines for stakeholders' consideration in local public infrastructure implementation and to formally direct engagement activity. For an effective level of stakeholder engagement; There should be the institution of a framework and stakeholders management plan for project implementation decision and execution. This institution framework should indicate, stakeholders should be engaged, level of engagement, engagement platforms used, the resource required, challenges of engagement, and strategy to overcome, etc. for effective project implementation.

Level of engagement in infrastructure project management calls for an appropriate organizational set up with a clear division of tasks in line with interests and capacity. Effective organizational structures in which stakeholder engagement considered should be required at local levels governments with clearly identified stakeholders role and responsibility for the several functions at all phases of projects like identification and prioritization of the infrastructure, preparation of the necessary standards and designs, execution of projects, and supervision and evaluation of the performance has also been identified in the engagement of local infrastructure implementation.

Second; Local government should provide clear legal power to a specific organization/department to manage stakeholder engagement process and implement stakeholder engagement measures with clear responsibility and accountability with the necessary resources for effective engagement as one aspect of project activities. Designing and choosing effective stakeholder engagement platform between the local stakeholders and the local government which could provide meaningful engagement and strengthening the capacity of the stakeholders through identifying the stakeholder interest, providing the appropriate level of engagement(public consultation (through public meeting), involving(through the workshop, joint

workgroup) and collaboration aiming to achieve local public infrastructure implementation and ensure its sustainability. Communication is an effective tool in every organization especially in the local public infrastructure project implementation for an effective understanding of the nature of activities, responsibilities of stakeholders engaged, resource availability, etc. This helps for information on these areas to be provided to stakeholders and they, in turn, engage themselves in whatever decision with the information at their disposal due to effective communication and information flow.

Third; Local government should give due emphasis on improving the capacity of local government and Management skills to coordinate stakeholder engagement among various stakeholders. Stakeholder engagement more than a policy document since require to be a genuine commitment of the local government to encourage engagement in all aspects of infrastructure projects rather than a policy. Enactment of engagement-friendly guidelines can also promote and encourage a level of engagement. Stakeholder engagement should be free of manipulation, coercion, and politics, properly record stakeholder engagement past experiences to learn from their experiences /history; instead of duplicating the system. The success of engagement should not be measured against the attendance and number of stakeholders engaged but by their ability to transform needs and interest into tangible solutions there should be an adequate discussion with diverse stakeholders on urban infrastructure development and implementation issues.

Fouth; Local government design and use different motivation mechanisms/strategies to promote stakeholder engagement. The most important action that the local government can take to encourage stakeholder engagement is to welcome local stakeholders to play/ contribute their roles to the infrastructure projects which are to be implemented. Also; mechanisms like taking their input into account and providing space in the decision, transform stakeholders' needs and interest into tangible solutions, and give incentives to encourage those individuals, groups, and organizations to mobilize and improve local public infrastructure implementation in the town.

Stakeholders are to be engaged in the early stages of the project implementation plan or design and making major decisions in regards to the project implementation/execution. This will aid in meeting their needs and concerns at the early stages of the projects before they are finally implemented. Moreover, they are to be engaged in the implementation areas to know happening and any changes that might occur. There should be clearly stated objectives that serve as

guidelines for all stakeholders engaged in their role and level of engagement in the implementation of projects. This will help to know at each point what is done and what is outstanding, the decisions or things to be reviewed, etc. to minimize risks and resistance that might arise due to changes in the project design and objectives and how things should flow at the implementation phase.

Generally; the attention of the local government and stakeholders to local infrastructure projects should be strong. Local public infrastructure project implementation in urban/town should engage with diverse stakeholders by providing a conducive environment. The engagement/participation environment for private, CSOs, large societies, and all non-state development actors who have “stake in”, etc. at local levels are not as open as it should have been. The funding system and implementing local public infrastructure projects should not be relying mainly on a few stakeholders rather all local stakeholders engaged to make it sustainable. It is also recommended that sustainable and successful implementation of local public infrastructure projects in the town requires an appropriate level of stakeholder engagement in all phases of projects and particularly at the implementation phase to achieve its goals in a better way.

Future studies can broadly look into the level of stakeholder engagement in Ethiopia as a whole. Further, a framework for an effective level of stakeholder engagement in the implementation of local public infrastructure projects of local government was recommended for further research due to its importance to promote the local economy.

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Annex

Date: March/2020

Dear Respondent,

I am a student at Addis Ababa University pursuing a Master of Arts Degree in Public Management and Policy. In partial fulfillment of the requirements of this degree award, I am conducting academic research on the Level of stakeholder engagement on the Implementation of public infrastructure projects in Oromia Regional State Government taking cases from Lega Tafo Lega Dadi Town Administration.

On this basis, I kindly request your assistance in responding honestly to the following research questionnaires. I promise that all the information collected shall be solely for this academic research. I further assure you that your anonymity and confidentiality shall be maintained both during and after this study.

Thank you in advance.

Yours sincerely,

Ketema Gerba Kitila

Part I: Respondent Demography

1. Sex: Male Female
2. Your highest level of Education:
 - Primary
 - High school complete
 - Certificate
 - Diploma/TVET
 - Degree
 - Masters and above
3. Stakeholders groups involved in the implementation of public infrastructure projects?
 - Public Organization/Agencies/
 - Community Representatives

- Contractors Please specify - Private SMEs
- CBOs
- NGOs
- Other Please Specify_____

4. Your position in the organization?

- Manager/Leader
- Process Owner
- Team/leader
- Expert
- Community Representative Committee
- Contractor Please specify : Private Contractor MSEs contractor

5. Years of engagement in local-level public infrastructure projects

- Less than 5 years
- 6 to 10 years
- 11 to 15 years
- Above 15 years

Part II: Level of Stakeholder Engagement

1. The major types of infrastructure projects involved? You may choose more than one choice.

- Connective infrastructure(Road -sand, Cobble, etc.)
- Protective infrastructures(Drainage, Culvert, bridges, etc.)
- Socio-Economic Infrastructure(Market place/center- MSEs Shade, Public shops, etc.)
- Water and Sanitary Infrastructure(Reservoirs, water source supply lines, Waste Disposal, etc.)
- Electricity lifelines(Town internal light, Biogas, etc.)

2. Modality of engagement. You may choose more than one choice.

No.	Key: 1 Not applicable 2 Neutral 3 Less applicable 4 Applicable 5 Most applicable	Level of Applicability				
		1	2	3	4	5
2.1.	Financial/Contributing money for the implementation of local infrastructure projects/.					
2.2.	Technical support;(contributing technical support to the projects)					
2.3.	In-kind(Contribute material/equipment during project implementation, etc.)					
2.4.	Labor(Support project implementation activities by their labor)					
2.5.	Other Please Specify _____					

3. Perception on current Status of Level of Stakeholder engagement Please indicates to what extent you agree or disagree with each of the following statements by marking “X” in the appropriate row.

No.	Key: 1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree	Level of respondent Perceptions				
		1	2	3	4	5
3.1.	Policy framework Provide Clear level of Stakeholder engagement					
3.2.	There is an effective and efficient level of stakeholder engagement					
3.3.	Town Administration engage with a wide range of concerned stakeholders					
3.4.	Stakeholder engagement is localized (contextualized) to the area/town					
3.5.	Stakeholder engagement is free from manipulation or coercion.					
3.6.	Stakeholders' inputs are considered whenever there are changes to the original plan during implementation.					
3.7.	The current level of engagement is increased and creates a sense of ownership for stakeholders.					
3.8.	Your overall impression on the current level of stakeholder engagement					
3.9.	Other please Specify_____					

Part III: Stakeholder Engagement Platform

4. In which platform you as stakeholders commonly engaged during the implementation of local infrastructure projects?

Table 4.1. Engagement Platforms and Level of Stakeholder Engagement

Engagement Platforms		Level of engagement			
		Inform	Consult	Involved	Collaborate
4.1.	Public/Council Meeting				
4.2.	General Assembly				
4.3.	Conference presentation				
4.4.	Group Discussion				
4.5.	Site visit/workshop				
4.6.	Social Media				
4.7.	Billboard				
4.8.	Newsletters				
4.10.	Other please Specify _____				

5. Effectiveness of Stakeholder engagement platforms.

Table 5.1. Stakeholder Perception on Effectiveness of Stakeholder engagement platforms

No.	Key: 1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree	Level of respondent Perceptions				
		1	2	3	4	5
5.1.	Practiced/used Stakeholder engagement platforms increase the level of stakeholder engagement					
5.2.	Stakeholder engagement platforms encourage two-way communication					
5.3.	The Stakeholder engagement platforms get a high receptiveness of every stakeholder to message about project implementation					

5.4.	Stakeholder Engagement platforms designed in line with the nature, scope, and context of projects.					
5.5.	Overall perceptions on the effectiveness of current Stakeholder engagement platforms					

Part IV: Factors Affecting Level of Stakeholder Engagement

6. Please indicate to what extent you agree or disagree with each of the following statements by marking “X” in the appropriate row.

Table 6.1. Institutional Barriers

No.	Key: 1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree	Level of respondent Perceptions				
		1	2	3	4	5
6.1.	Institutional Barriers					
6.1.1.	Absence of context-specific organizational structure					
6.1.2.	Attitudes towards Engagement					
6.1.3.	Changes in Engagement cultures					
6.1.4.	Perceived Engagement Process/Altered power distribution and changed knowledge allocation.					
6.1.5.	Multiple authorities across levels of the government organization (fragmentation)					
6.1.6.	Awareness of the issues(stakeholders engagement)					
6.1.7.	Poor experience(history) of organization activities undertaken to engage with stakeholder					
6.1.8.	Lack of diverging/converging value and stake					
6.1.9.	Other please Specify _____					

Table 6.2. Legal Barriers

No.	Key: 1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree	Level of respondent Perceptions				
		1	2	3	4	5
6.2.	Legal Barriers					

6.2.1.	Absence of appropriate Policy framework/regulations					
6.2.2.	Lack of legal powers to implement a particular stakeholder engagement					
6.2.3.	Division of legal powers between agencies/organizations.					
6.2.4.	Other please Specify _____					

Table 3 Financial Barriers

No.	Key: 1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree	Level of respondent Perceptions				
		1	2	3	4	5
6.3.	Financial Barriers					
6.3.1.	Availability of resource limiting level of engagement					
6.3.2.	Financial restrictions on specific measures					
6.3.3.	Limitations on the flexibility with which revenues can be used to finance stakeholder engagement.					
6.3.4.	Other please Specify _____					

Table 4 Process barriers

No.	Key: 1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree	Level of respondent Perceptions				
		1	2	3	4	5
6.4.	Process barriers					
6.4.1.	Management					
6.4.1.1.	Lack of compromising stakeholder engagement policies frameworks, procedures, and strategies.					
6.4.1.2.	Lack of Cross-sectoral linkages/coordination					
6.4.1.3.	Difficulties associated with management of staff resources or skills,					

6.4.1.4.	Decision-makers' fear of losing influence and power					
6.4.1.5.	Absence of clear responsibility and accountability for engagement					
6.4.2.	Engagement Platforms/Communication					
6.4.2.1.	Absence of designed context-specific stakeholder engagement platforms					
6.4.2.2.	Absence of appropriate Platforms related with the level of Engagements					
6.4.2.3.	Absence of skills and knowledge to use/practice engagement platforms					
6.4.2.4..	Other please Specify_____					

7. If you have any additional information you would like to share about your Level of stakeholder engagement, that is somehow not captured in the questions above, please specify/share

“Thank Very Much!” Your assistance and cooperation are much appreciated!.

Semi-Structured Interview Questionnaires

1. What is Stakeholder Engagement? Are stakeholders engaged during the implementation of infrastructure projects? Who are the stakeholders do your organization most frequently engage in?
2. What is the current status of the level of stakeholder engagement? Does the current level of stakeholder engagement achieve its goals and create stakeholders” buy-in”? If “No” Why?
3. What are the criteria to decide the level of stakeholder engagement?
4. Does your organization have a stakeholder engagement policy framework/regulation?
5. If “Yes” Do the policy framework shows/indicate how internal and external stakeholders engaged in the implementation phase of infrastructure projects?
6. What are the major engagement platforms used to engage with stakeholders? Does selected/used engagement platform/s are effective?
7. Does the town have a clear stakeholder engagement organization/department?
8. If the answer to the above question is “YES”, What is the role of the stakeholder’s engagement leaders during project implementation?
9. In your opinion, do the infrastructure projects staffs have the skills to effectively compromise and implement stakeholder engagement policy?
10. Does your organization have a stakeholder engagement plan? What are the strategies used to enhance Stakeholder engagement in the project's implementation stage?
11. What are the major factors affecting the level of stakeholder engagement during the implementation of public infrastructure projects in the town?
 - A. What are the contextual factors affecting the level of stakeholder engagement in the town?
 - B. What are the organizational challenges affecting the level of stakeholder engagement in the town?

Finished!!

Thank you Very Much!