



Practices and challenge of Stakeholder Management in The Ethiopian Construction
Sector: A Case of Ethiopian Construction Design and
Supervision Works Corporation

Research Proposal Submitted to Addis Ababa University College of Business and
Economics School of Commerce

Presented in Partial Fulfilment of The Requirements for Masters of Arts Degree in
Project Management

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June, 2021

PRACTICES AND CHALLENGE OF STAKEHOLDER MANAGEMENT IN
THE ETHIOPIAN CONSTRUCTION SECTOR: A CASE OF ETHIOPIAN
CONSTRUCTION DESIGN AND SUPERVISION WORKS CORPORATION

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DECLARATION

I, Genet Girma, have carried out independently a research work on the topic entitled “Practices And Challenge Of Stakeholder Management In The Ethiopian Construction Sector: A Case Of Ethiopian Construction Design And Supervision Works Corporation” In partial fulfillment of the requirement for the degree of masters of art in project management with the guidance and support of the research advisor, Konjit Hailu (PHD). This study is my own work that has not been submitted for any degree or master program in this or any other institutions.

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June, 2021

JUNE, 2021

ADDIS ABABA

STATEMENT OF CERTIFICATION

This is to certify that the thesis entitled “Practices and Challenge of Stakeholder Management In The Ethiopian Construction Sector: A Case of Ethiopian Construction Design And Supervision Works Corporation” submitted in partial fulfillment of the requirements for the degree of Masters of Arts in Project Management, has been carried out by Genet Girma, under my supervision. Therefore, I recommend that the student has fulfilled the requirements and hence hereby can submit the Project Work (thesis) to the department.

Name of advisor _____

Signature _____

Date _____

ACKNOWLEDGMENT

First of all, I want to thank almighty God for his unconditional love and support in my life and work.

Next, I would like to express to my deepest gratitude to my advisor, Dr. Konjit Hailu for her continued guidance on project preparation. I would like to thank her for her thoughts and constructive views for writing this research article in our discussion. I also acknowledge ECDSWCo, specifically Building and urban design and supervision works sector and their representatives who participated in the research surveys & interviews for giving their time and expertise. Without their contributions, this research study would not have been possible.

Last but not least, I am especially grateful to my dear family and friends. In this process, they gave me a lot of help, and when things became more and more difficult, they provided me moral and motivational support. Thank you all.

TABLE OF CONTENT

DECLARATION	iii
STATEMENT OF CERTIFICATION	v
ACKNOWLEDGMENT	vi
TABLE OF CONTENT	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
ABBREVIATIONS	xii
ABSTRACT	xiii
1 CHAPTER ONE: INTRODUCTION	
1.1 Background of the Study	1
1.2 Problem Statement	3
1.3 Research Objectives	
1.3.1 General Objective	5
1.3.2 Specific Objectives	5
1.4 Research Questions/Hypothesis	
1.4.1 Research Questions	5
1.5 Significance of The Study	5
1.6 Scope of The Study	6
1.7 Limitation of The Study	7
1.8 Definition of Terms	7
1.9 Organization of The Study	8
2 CHAPTER TWO: REVIEW OF RELATED LITERATURES	
2.1 Introduction	9
2.2 Stakeholder	9
2.2.1 Type of Stakeholder	11
2.2.2 Project Stakeholder	12
2.3 Stakeholder Management	15
2.3.1 Stakeholder identification	16
2.3.2 Managing stakeholder engagement	19
2.3.3 Monitoring stakeholder engagement	20

2.2.4	Plan stakeholder engagement	20
2.4	Stakeholder management maturity level	21
2.5	Challenge/barriers of stakeholder management in construction project	23
2.6	Empirical review	25
2.7	Conceptual review	26
2.8	Research gap	26
3	CHAPTER THREE: RESEARCH METHODOLOGY	
3.1	Introduction	27
3.2	The Research Design and Approach	27
3.3	Research Site	28
3.4	Data Types and Sources	30
3.5	Target Population of The Study	30
3.6	Data Collection Procedures and Technique	32
3.7	Method of Data Analysis	32
3.8	Reliability and validity	33
3.9	Ethical Considerations	33
4	CHAPTER FOUR; RESULTS AND DISCUSSIONS	
4.1	Introduction	34
4.2	Profile of the respondents	34
4.3	Stakeholder management practice	37
4.3.1	Stakeholder Identification, Classification and Relevance	37
4.3.2	Stakeholder Assessment and Analysis	48
4.3.3	Stakeholder Engagement	50
4.4	Project stakeholder registration	52
4.5	Stakeholder Management & Project Success	55
4.6	Challenges for effective stakeholder management	59

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

4.1	Introduction	62
4.2	Summary of Finding	62
4.3	Conclusion	64
4.4	Recommendation	65
	Reference	67
	Appendix 1	70
	Appendix 2	79

LIST OF TABLES

Table 2.1	A chronology (who are stakeholders?)	10
Table 2.2	Summary of Classification of Stakeholders	11
Table 2.3	Example of Construction Project Stakeholders	14
Table 3.1	Stakeholders of the Corporation	29
Table 4.1	Profile of Respondents	35
Table 4.2	Method to identify stockholders	37
Table 4.3	Stakeholder in the sector	40
Table 4.4	Stakeholder interest and responsibility	41
Table 4.5	Summary of classification of stakeholders	45
Table 4.6	Type of stakeholder in the organization	45
Table 4.7	Factor determining stakeholder status	46
Table 4.8	Issue about project stakeholder	47
Table 4.9	Assessing project stakeholder information and interest	48
Table 4.10	Project stakeholder attribute	49
Table 4.11	Stakeholder engagement strategy	50
Table 4.12	Stakeholder engagement method	51
Table 4.13	Stakeholder management and project success	54
Table 4.14	Stakeholder information and documentation	54
Table 4.15	Stakeholder management for project success	55
Table 4.16	Challenge for effective stakeholder management	60

LIST OF FIGURES

Figure 2.1	Potential Stakeholders for Construction Projects	13
Figure 2.2	Stakeholders' Management Processes According PMI (2013).	15
Figure 2.3	Stakeholder identification process	16
Figure 2.4	Power /interest matrix	17
Figure 2.5	Stakeholder typology	18
Figure 2.6	stakeholder analytical framework	19
Figure 2.7	Conceptual Framework	26
Figure 4.1	Project Stakeholder identification stage in project lifecycle	39
Figure 4.2	Project Stakeholders registration	53
Figure 4.3	Importance of Project stakeholder Management	57

ABBREVIATIONS

AAU – Addis Ababa University

CDSCo - Construction design Share Company

ECDSWCo - Ethiopian construction design and supervision works corporation

GDCF - Gross Domestic Capital Formation

INGO/NGO –International / national nongovernmental organization

MoC- Ministry of construction

MoFED – Ministry of finance and economic development

PLC: Project Life-Cycle

PSH: Project Stakeholder

PMBOK – Project management body of knowledge

PSM: Project Stakeholder Management

PM: Project Manager

PMI – Project Management Institute

SHM – Stakeholder management

SH: Stakeholder

SPSS – Statistical Packages for Social Sciences

TSDSCo - Transport construction design Share Company

TPMO= Transport Program Management Office

UCBP - University Capacity Building Program

WWDSE - Water works design and supervision enterprise

ABSTRACT

*This study aims to assess the stakeholder management practice and the challenges in the Ethiopian Construction industry, specifically by taking the case of Ethiopian Construction Design and Supervision Works Corporation. The objective of the study is to assess the stakeholder management practice in the sector, assess the key stakeholders of the sector and finally the challenges or critical barrier factors for effective stakeholder management practice. The study used both qualitative and quantitative approach and data were gathered through structured questionnaires distributed to employees of the corporation and in-depth key personnel interview were conducted with project managers of selected projects. This study used of **descriptive research design method**. The target populations of this study are project managers and employees of the company and selected organizations and stakeholders who are working with the companies. The collected data was analyzed using a statistical software called SPSS. The findings of this study highlight the practice of stakeholder management in construction projects. The data analysis revealed that the key stakeholders in the industry were customers, consultants, contractors, government agencies and businesses. The results of the survey show that most respondents argue that effective stakeholder management is critical to the success of project. Stakeholder Management Practice readiness level of the organization was found to be at level 2 or procedural. The challenges for effective stakeholder management were project planning, implementation, and stakeholder management practice. The study finally recommends the sector to develop standardized stakeholder management practice in order to reach project success. For project managers there should be continuous training regarding stakeholder management. Finally, knowledge of the new stakeholder impact strategies and supports a better understanding of how construction projects can withstand the impact of stakeholders and Project managers in developing effective project stakeholder management approaches.*

Keywords: *Project Stakeholders, Project Stakeholders Management, Project Success construction industry, key Stakeholders, Stakeholder's role, stakeholder management maturity level,*

CHAPTER ONE: INTRODUCTION

This chapter discusses the foundation of this study in detail by building a solid case for the investigate. Besides, significant components of the study, specifically: the research problem, goals, importance, limitations of the study and a brief outline of consequent chapters are examined in this chapter

1.1 Background of the study

Construction is defined generally as an economic activity directed to the creation, renovation, repair or extension of fixed assets in the form of buildings, land improvements of an engineering nature, and other such engineering constructions as roads bridges, dams, etc. (UN Standards Industrial Classification, Rev. 3,1996)

In today's world, the construction industry is considered the backbone of the development of every country and plays an important role in the growth of any economy. The construction industry plays a fundamental role in the socio-economic development of all countries. It makes up the bulk of the economy and contributes between 5% and 10% of all countries' gross domestic product (GDP), employs up to 10% of the workforce and accounts for half of the total fixed capital formation, (Lopes, 2012). It plays a major role in national production through complex communication systems and promotes the growth of other sectors, (Tadesse, 2016).

A stake is an individual who is a shareholder in a business (Weiss, 2006). According to (Project Management Institute, 1987), Stakeholders were considered participants in the project. Also, after a few years (Freeman, 1994), the basic concepts of participation and value creation have been strengthened and stakeholders have been defined as participants in the process of human value co-creation. “Stakeholders Can affect or is affected by the achievement of the organization’s objectives” (Freeman 1984, p.46). Stakeholders can impact the organization's operations, objectives, development, and indeed survival. Stakeholders are critical when making a difference you accomplish your objectives and are contradicted when restricting your mission. Fundamentally, stakeholders have the potential to either undermine or advantage an organization (Gibson, 2000). “Stakeholders are Constituents who have a legitimate claim on the firm ... established through the existence of an exchange relationship” who supply “the firm with critical resources (contributions) and in exchange each expects its interests to be satisfied (by inducements)” (Hill and Jones 1992, p.133).

In an analysis created by Kaler (2002), differing stakeholder definitions can be classified into three different groups; claimant definitions are those that consider a stakeholder to incorporate group or individual “with a role-specific, strong or weak, morally legitimate claim to have their interest served” (Kaler 2002, p. 94–95) by an organization. *Influencer definition* consider a stakeholder to comprise those groups or persons that “can influence or be influenced by the organization” (Kaler 2002, p.95). And *combinatory definition* as the name implies combined to some extent both claimant and influencer definitions (Kaler 2002).

According to Project Management Institute PMBOK® Guide 2013 Project Stake Management is one of the 10 project management skills that take on a great deal of responsibility from start to stage management.

Stakeholder management, according to (Freeman and McVea,2001), can be described as a management function that focuses on considering the different interests of stakeholders and establishing and maintaining relationships with them. In addition to functionality, (Harrison and St. John, 1997) by describing win win’s situation as "communicating, negotiating, contracting, and managing relationships with stakeholders, motivating organizations to act in ways that are beneficial to the organization and its stakeholders," it highlights as a key feature of stakeholder management. (p. 14). Contrary to the purpose of creating mutual value, (Frooman,1999) explains the preliminary purpose of managing stakeholders in dispute resolution between businesses and stakeholders when the interests are different.

The most important stages of stakeholder management in a construction project include stakeholder identification, stakeholder analysis, stakeholder identification, and formulating/adopting stakeholder management strategies, (Cleland, 1999). Additionally, the successful utilize of communication, transactions, instinct, motivations, concessions, and workshops/meetings are valuable operational standards for overseeing stakeholders, (Chinyio and Akintoye, 2008). The capacity of project managers to convey projects in a cost-effective and efficient way is significant. In this manner, as said prior, the Stakeholder Management Region, which plays a critical part in conveying effective projects, is significant for the financial execution of the Ethiopian development industry.

In this paper, the project management practice of Ethiopian Construction Design and Supervision Works Corporation (ECDSWCo.) is investigated. ECDSWCo. was established as a Federal Government Public Enterprise by Council of Ministers Regulation No. 365/2015.

ECDSWCo is a multi-disciplined engineering firm and provides professional services in study, design, construction supervision and management of water infrastructures (dam, irrigation infrastructures, water supply, hydropower, sewerage, flood control, and river basin integrated development master plans), transport (road, highway, railway, bridge and airfield) infrastructure, building and urban development.

The Corporation is founded by unification of three Federal Government Public Enterprises, viz. Water Works Design and Supervision Enterprise (WWDSE), Construction Design Share Company (CDSCo) and Transport Construction Design Share Company (TCDSCo).

The Corporation consists of qualified professionals with PhD, MSc & degree holders in various fields of Engineering. collective professional experiences for many years make us one of the leading consulting firms in the water, transport & building sector throughout the country. Currently, the Corporation runs about 1786 staffs, including freelance professionals.

1.2 Problem Statement

According to Beringer et al. (2013), stakeholder management is considered, from both a proficient and an scholastic point of view, to be amazingly imperative for accomplishing victory in projects. Projects have continuously required arranging, administration and control to provide the specified result, from the building of the pyramids in antiquated Egypt to the usage of modern data and communication innovation (ICT) frameworks within the cutting-edge world, fulfilling key stakeholder requirements has been central to accomplishing a fruitful result. (Bourne, 2006).

The construction industry in Ethiopia, like other developing nations, confront numerous challenges in its capacity to adjust and execute best practices, (Mengesha,2004). Besides, agreeing to Ayalew (2016) Construction project management guidelines are unsuitable in Ethiopia in terms of the generally acknowledgment of project management. Destitute stakeholder management can lead to numerous genuine issues in construction projects, such as: destitute scope and work definition, lacking assets assigned to the project (both in terms of amount and quality), destitute communication, changes within the scope of work and unanticipated regulatory changes, all of which may be the major source of delays and taken a toll overrun, (Yang et al., 2009). In most cases, the relationship with the stakeholders is directed by the project manager. In this manner, the comes about of partner administration depend on the experience, connections and abilities of the project manager, (Karlson, 2002).

The most reason for extend disappointment in developing nations, as expressed by Malan, (2007) is the need of project management capability. Moreover, most of the construction projects within the nation are not conveyed effectively to the client, (Fetene,2008). The fragmented and inadequate relationship between key actors is one of the major causes of inefficiency in the industry (Aseefa, 2018). As mentioned by Lemma (2014), 79.06% of projects implemented in Ethiopia had fizzled to meet their goals. There is a knowledge gap on assessing the mindfulness and attitudes of specialists within the construction industry to stakeholder management and surveying the variables that impact the stakeholder management approaches embraced in practice, (Lemma 2014). As distant as inquiries about go to illuminate this issue, Hailu, (2016) suggested that satisfactory studies must be tired assessing the adequacy of stakeholder management prepare of projects particularly in huge organizations mindful for public projects. ECDSWC is responsible for major megaprojects with key advantage to the country so, issues with the project management practice will have a direct impact on the country's development. Public development projects in Ethiopia have not completely grasped the vast significance of stakeholder management. It is known to center on internal stakeholders i.e. clients, contractors and consultants etc. estranging the external partners who are as a rule influenced by the projects i.e. End users, neighborhood community etc.

As a result, the got to look at the stakeholder management practice of ECDSWCo has been found to be imperative and convenient in arrange to fill the research gap on assessing the mindfulness and states of mind of professionals within the construction industry to stakeholder management and surveying the components that impact the stakeholder management approaches adopted in practice. This research tries to fill the knowledge gap by surveying the stakeholder management practices and challenges experienced in construction industry of Ethiopia in case of ECDSWCo beneath the five process groups as characterized by the PMBOK and appear the gaps inside the practice.

1.3 Objectives of the study

1.3.1 General objective

The general objective of this study is to assess the practices and challenges of stakeholder management in construction projects; taking the case of Ethiopian construction design and supervision works corporation as a case organization.

1.3.2 Specific Objectives

The following specific objectives are the focus of the research /project work:

- A.** To assess the stakeholder management practice in Building and urban design and supervision works sector of ECDSWCo.
- B.** Identify key stakeholders in construction projects specifically Building and urban design and supervision works sector of ECDSWCo.
- C.** To assess stakeholder management challenges in Building and urban design and supervision works sector of ECDSWCo.

1.4 Research questions

1.4.1 Research Questions

The study has the following research questions to be developed to solve the problems:

1. What are the stakeholder management practice in Building and urban design and supervision works sector of ECDSWCo?
2. Who are key stakeholders in Building and urban design and supervision works sector of ECDSWCo?
3. What are the challenges of that affect the stakeholder management practice in Building and urban design and supervision works sector? What impact will these challenges have on the success of the project?

1.5 Significance of the study

Taking into consideration the number of stakeholders within the industry, appropriate management of stakeholders is basic for attracting investment, building stakeholder believe, guaranteeing responsibility and transparency, and securing the rights of stakeholders.

This study helps to gain a better understanding of project stakeholder management and investigate the awareness of this subject amongst project managers in the construction industry in

Ethiopia. It also helps to assess the current practices of stakeholder management in the construction industry for further researches. The construction companies (contractors), consulting firms as well as clients in the construction industry also gain immense knowledge about stakeholder management approaches and the perceptions/attitudes of construction project managers on the subject matter. The findings can also initiate other researchers to carry out further studies after identifying the gaps that this study failed to address.

1.6 Scope of the study

Stakeholder management is vital since it is the life saver of successful project connections. This should include building up a sound relationship and understanding how their work is contributing to project success.

Stakeholder Management is a broad study that covers a assortment of concepts. In this study, stakeholders are identified, analyzed, the attitude of project managers, and approaches to overseeing stakeholders. Compared to other segments, the Ethiopian construction industry is a multi-stakeholder industry. Subsequently, the reason of this study was to identify key stakeholders, assess stakeholder management practices and challenges. Indeed, in spite of the fact that stakeholder's management within the construction industry may be a wide concept that covers a wide cluster of sectors, individuals and institutions, this study utilized ECDSWCo as a case study, In this manner, this study centered on surveying the current practice of stakeholder management within the building and urban plan and supervision works division of ECDSWCo. Since the division has the capacity, the skill and involvement to require projects of any scale and finish to the most elevated conceivable benchmarks whether it is for people, commercial firms, businesses, government workplaces or other organizations. So the analyst can effortlessly asses the practices of the organization since it is the vast sector in ECDSWCo. the conclusions are not appropriate to other sectors. The consider could be a cross sectional think about and as it were reveling the one-time circumstance within the sector. The study is limited to survey the stakeholder management practice on projects which are found in Addis Ababa, since of accessibility of information .it does not evaluate the practice in other area projects of the sector.

1.7 Limitation of the study

The researcher encounter the taking after major challenges (limitations) amid the inquire about project work: since the study center as it were on one sector of representative construction company out of the numerous construction companies and sector within the city which makes it troublesome to generalize from, need of willingness from some stakeholders to offer the researcher the data she required, some project managers are working in a high security extend just like the prime minister office and prison projects were inaccessible, some of the respondents who taken an interest within the overview are not veritable when replying the surveys, destitute research culture of the society, etc.... Moreover, the investigate needs a more in-depth, a more noteworthy number of auxiliary project document investigations due to the company policy.

1.8 Definition of key terms

- **Construction Industry:** it is an economic activity for the purpose of building fixed assets, land improvement engineering, and other projects such as roads, bridges, and dams. This industry consists of a group of organizations that are engaged in one or more of the following activities: (1) residential buildings in urban and rural areas, (2) non-residential buildings, namely factories, warehouses, office buildings, garages, hotels, schools, Hospitals, Clinics, (3) Other construction projects, such as roads, dams, levees, sports fields, transmission lines, telephone and telegraph lines, etc. (National Accounts department of MoFED)
- **Project:** A project is a unique set of coordinated activities, with a definite starting and finishing point, undertaken by an individual or organization to meet specific objectives within defined schedule, cost and performance parameters (British Standards Institution, 2000).
- **Project management:** It is about the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (PMBOOK, 2013).
- **Stakeholder:** any group or individual who can influence or is influenced by the accomplishment of the organization's goals (Freeman R. E., 1984).
- **Stakeholders Management:** the forms required to distinguish the individuals, groups, or organization's that might affect or be affected by the project, to analyze stakeholder desires and their effect on the project, and to create suitable management procedures for viably engaging stakeholders in project choices and execution (Freeman R. E., 1984).

- **Project Manager:** the individual ultimately responsible for managing and leading the project to its successful conclusion (Gardner, 2005).
- **Stakeholder analysis** is defined as a tool organization can use to clearly identify key stakeholders for a project or other activity, understand where stakeholders stand, and develop cooperation between the stakeholders and the project team. (PMBOOK, 2013).
- **Stakeholder identification** It aims to identify all organizations and individuals who are directly or indirectly affected by a company's activities or who have a specific interest in these activities. The result should be a list of all stakeholders. (PMBOOK, 2013).
- **Stakeholder management maturity model:** a five-level model of Stakeholder Relationship Management Maturity and provide a means for organizations to identify their own level of "readiness" for the introduction of stakeholder engagement practices and to identify areas of potential improvement. (PMBOOK, 2013).

1.9 Organization of the study

This research report is organized into five chapters. The first chapter provides the introductory aspect of the study which encompasses the background of the study, background of the organizations, statement of the research problem, the research question, objective of the study, scope of the study, significance of the study, limitations of the study, definition of terms, time schedule of the study and estimated budget of the study. This chapter is also devoted to rationalize why the researcher picked stakeholder management as her subject of study. The second chapter discuss literatures related to the study's subject of interest. This section of the study report will further be subdivided into two sections: theoretical framework and empirical evidences. Here the researcher will make an attempt to link her research work with previous body of knowledge on the theme. The third chapter is about the research design and methodologies employed. In this segment of the study report, the research design and methodologies chosen will be outlined and explained. Moreover, the validation behind the selection of each research methodology and research design will be justified. The Fourth chapter is about data analysis and results. This chapter of the document describes the course of action relating to data processing, analysis, interpretation and presentation of findings. The last chapter provides conclusions and recommendations. Here it is worth to mention that this section of the document summarizes the main research findings directing insights and recommendations for further studies in the area.

CHAPTER TWO: REVIEW OF RELATED LITERATURES

2.1 INTRODUCTION

This chapter is going to discuss about stakeholder, management of stakeholder, stakeholder types, identification of stakeholder, analysis and engagement and project stakeholder management in the construction industry.

2.2 STAKEHOLDER

Stakeholders can be defined in different ways and can be stakeholders, such as people, internal and external groups of an organization (Boonstra, 2006: p40). Stakeholders act on their interests and use their power to influence products in the direction they want (Nilson & Fagerström, 2006: p169). Freeman (1984)'s definition of stakeholders "all groups or individuals that can influence or are affected by the achievement of organizational goals" has been agreed by many scholars (Wheeler & Sillanpää) 1998: p205), Argandoña (1998: p1098), Clement (2005: p255), Boonstra (2006: p40), Nilson & Fagerström (2006: p169), Rasche & Esser (2006: p260) and Kolk & Pinkse (2006: p60)). Stakeholders are also likely to influence, be influenced by, or likely to act (Kolk & Pinkse, 2006: p60; Lim), stakeholders are defined as individuals or organizations with a legitimate interest in the project (ElGohary, Osman & ElDiraby 2006: p595). , Ahn & Lee, 2005: p831) and the product's full life cycle by product (Nilson & Fagerström 2006: p169); Share the understanding and meaning of specific regarding the development of specific technology (Boonstra 2006: p39) with moral and non-negotiable rights to influence outcomes (Olander & Landin 2005: p321; Bourne & Walker, 2005: p650) and; Bringing material, political affiliation, informational, symbolic, or spiritual interests to the enterprise, may defend these interests through formal economic or political power (Holtbrügge, Berg & Puck, 2007).

Table 2.1 Who are the stakeholders? A chronology. (source: Mitchell et al. 1997, p. 858)

Author	Definition
Steward et al. 1963	“Those groups without whose support the organization would cease to exist” (Cited in Freeman and Reed 1983 and Freeman 1984)
Rhenman 1964	“Are depending on the firm in order to achieve their personal goals and on whom the firm is depending for its existence” (Cited in Näsi 1995)
Ahlstedt and Jahnukainen 1971	“Driven by their own interests and goals are participants in a firm and this depending on it and whom for its sake the form is depending” (Cited in Näsi 1995)
Freeman and Reed 1983, p. 91	<i>Wide</i> : “can affect the achievement of an organization’s objectives or who is affected by the achievement of an organization’s objectives” <i>Narrow</i> : “on which the organization is dependent or its continued survival”
Freeman 1984, p. 46	“Can affect or is affected by the achievement of the organization’s objectives”
Freeman and Gilbert 1987, p. 397	“Can affect or is affected by a business”
Cornell and Shapiro 1987, p. 5	“Claimants” who have “contracts”
Evan and Freeman 1988, pp. 75–76	“Have a stake in or a claim on the firm”
Evan and Freeman 1988, p. 79	“Benefit from or are harmed by, and whose rights are violated or respected by, corporate actions”
Bowie 1988, p. 112, n. 2	“Without whose support the organization would cease to exist”
Alkhafaji 1989, p. 36	“Groups to whom the corporation is responsible”
Carroll 1989, p. 57	“Asserts to have one or more of these kinds of stakes”— “ranging from an interest to a right (legal or moral) to ownership or legal title to the company’s assets or property”
Freeman and Evan 1990	Contract holders
Thompson et al. 1991, p. 209	In “relationship with an organization”
Savage et al. 1991, p. 61	“Have an interest in the actions of an organization and ... the ability to influence it”

2.2.1 TYPES OF STAKEHOLDERS

Stakeholders are categorized by different scholars using different approaches. Altonton (2010) In a previous article, pointed out that various stakeholders systematically categorized. leading stakeholders' researcher Freman (1984) considers stakeholders to be internal or external. Internal stakeholders are members of the Project Coalition or who is funding it. Example: Sponsors, contractors, employees, customers, shareholders, etc. are heavily influenced by the project externally, (Freman ,1984). Examples of these stakeholders are civil society activists, the media, security agencies and other non-governmental organizations. Savage et al. (1991) considers the ability of stakeholders to threaten or cooperate with an organization by paying claimants and influential people. Stakeholders are divided into primary and secondary stakeholders (Clarkson ,1995). Primary stakeholders are engaged in transactions with organizations directly related to the organization or have direct legal authority over the organization. For example: employees, customers, government agencies. As such, secondary stakeholders are not directly linked to the focus organization, as they do not have “direct legal authority” over the organization or “formal contracts” with the organization (IBRAHIM 2014). The level of trust between the organization and key stakeholders is high, with an influence of in organizations even if secondary stakeholders are not directly engaged in economic activity (Savage 1991).

Table 2.2; Summary of classification of stakeholders

Authors	Classification
Eesley and Lenox, (2006), Freeman, (1984); Calvert 1995; Winch and Bonke (2002)	external and Internal
Savage et al. (1991)	influencers and Claimants
Carroll and Buchholtz, (2006) ,Clarkson (1995)	secondary and Primary
Winch and Bonke, (2002), Calvert, 1995;	less critical and Critical
Newcombe, (2003),	outside and Inside stakeholders
Love and Smith (2004)	indirect and Direct stakeholders
Buchholtz and Carroll (2006)	Core, strategic or environmental stakeholders and Social versus non-social,
Love and Smith (2004) Buchholtz and Carroll (2006)	Un-contracted stakeholders and Contracted
Akintoye and Chinyio (2008).	Supportive, neutral, or anti
Bourne (2009)	Key stakeholder and Important

Source; IBRAHIM (2014)

2.2.2. PROJECT STAKEHOLDERS

The PMBOK Guide defines a project stakeholder as an individual, group, or organization that is influenced or may feel affected by the decisions, activities or outcomes of a project (PMI 2013). Similarly, Larson and Gray (2011) define project stakeholders as the organizations and people involved in the project. These interests are likely to be positive or negative depending on the project. For construction projects, Bourne (2005) adopted a broader definition of a stakeholder as an individual or group of people who are interested in the project or have some aspect of rights or ownership. In this study, definitions of stakeholders of the project proposed in the PMBOK guide are being employed. A stakeholder is an individual, group, or organization that is influenced or may feel affected by the decisions, activities, or outcomes of a construction project.

The stakeholders of the project can be divided into (Calvert 1995). (Winch and Bonke 2002):

- Internal stakeholders are those whose interest in a company is introduced through direct relationships such as employment, ownership, and investment.
- External stakeholders are those who do not work directly with the company, but will be affected by the actions and results of the business.

The stakeholder checklist of construction projects often includes owners and institutional users, project managers, team members, utility managers, architects, shareholders, government administrative employees, contractors, competitors of service providers, banking insurance companies, media, and the community. became. Representatives, neighbors, ordinary citizens, customers, and local development corporations. Each of them can affect the project process over a period of time. Some can affect the project more often, but most will be done at a set time.

2.2.3 KEY STAKEHOLDERS IN CONSTRUCTION PROJECTS

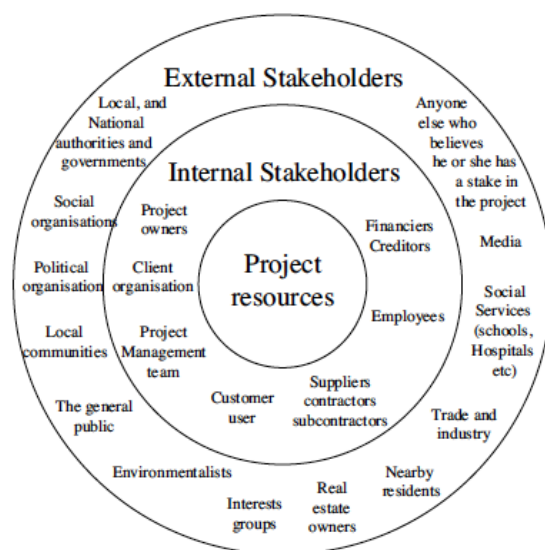
Key stakeholders should be identified before identifying other stakeholders. According to Salam & Noguchi (2006), the key stakeholders are those who can make a big impact, and is critical to the success of the project. They say that influencers and stakeholders are the forces that control what decisions are made about a project, facilitate its implementation, and exert influence that will adversely affect the project (Salam & Noguchi, 2006). The management of Stakeholder as a process for determining “key stakeholders” and is gaining their support. Stakeholder Management definition of key or non-key for Planning Purposes can Strategy (Tasmania State Government Stakeholder Management Guide 2).

1. *Key stakeholder* is an individual or group who must be aware of an interest in a project in order for the project to be successful. Especially during the project or upon successful completion of the project, is the stakeholder affected by the positive or negative.

2. *Non-Key stakeholder* is an individual or group that does not need to be aware of the requirements for a project to be successful, but is identified as a result of identifying all stakeholders.

It is true that it is necessary to determine who are the stakeholders of what activities and not all stakeholders are equally important in achieving their goals (Salam & Noguchi, 2006). Such decisions are influenced by the importance of each stakeholder, This distinguishes between primary stakeholders, secondary stakeholders and non-stakeholders (Vandekerckhove & Dentchev, 2005: p221). Bourne & Walker (2005: p651) also better understands the potential impact of the project by identifying "legal and valid" stakeholders and mapping their strength and influence it should be done.

The list of stakeholders in a construction project often includes utility owners and users, agency managers, project managers, shareholders, designers, employees, small contractors, suppliers, law enforcement agencies, etc. Includes processes and service providers, competitors, banks and insurance. Companies, media, community representatives, the general public, neighbors, government agencies, regional development agencies, visitors, customers, natural environment, pressure groups, media, civil society, etc. Figure 2.1 shows the potential of construction projects Represents an interested party. Internal and external stakeholders, (Orlando, 2006).



Source: (Olander, 2006, p.35)

Figure 2.1: Potential stakeholders for construction projects

The involvement or interest of project stakeholders can increase the complexity and uncertainty of the situation. The construction industry involves a wide range of stakeholders including construction professionals, consultants, financial institutions, contractors, communities, and governments (Assefa 2018). Figure 2.1 shows the most common stakeholders.

Table 2.3; Example of construction project stakeholders

Stakeholder Group	Objectives and roles
Client	The client can be public or private. The main difference between the two Construction project and public project are the client and the user The same goes for the private construction project and the redevelopment housing project. The main motivation is the support of the government and the affected community.
Consultant	provide expert opinions, analysis, and recommendations to organizations or individuals, based on their own expertise. They're essentially fixers, serving as objective troubleshooters, and providing strategies to prevent problems and improve performance.
Contractor /subcontractors	providing or accomplishing the following tasks: filing for building permits, securing the property, managing the workers on site, providing temporary materials and utilities on site, providing engineering functions and surveying for the site, disposing of wastes left
Funding body / Donor	Providing funding for the project
International nongovernmental organizations	It pays role of mediator between the finances and the government.
Government	In terms of designing and maintaining, the government takes the lead Control rules, policies and compliance. Set the standards Regarding the supply of housing reconstruction projects
Beneficiary/ End User	It is a very important stakeholder. Because they are their users Participation should be about informing their needs / requirements Participants in the

	redevelopment of the housing project. Design Housing and supply at the construction stage (skilled / incompetent)
General public	Voluntary participation during the construction stages
Local landowners/ neighborhood	Own land; Make sure their interests are not compromised by the project. A neighborhood He may be afraid of falling into our lives

Source: *Hamma (2013)*

2.3 STAKEHOLDER MANAGEMENT

According to Freeman and McVea (2001), stakeholder management can be described as a management function that takes into account the various interests of stakeholders and is concerned with building and maintaining relationships with them. In addition to the functional aspect, Harrison and St. John (1997) emphasize the win win situation as a key feature of in stakeholder management by communicating, negotiating, contracting, and motivating them to manage relationships with stakeholders. “To act in a way that is beneficial to an organization and its stakeholders” (p. 14). In contrast to the purpose of creating mutual value, Frooman (1999) describes of stakeholder management in dispute resolution between companies and stakeholders with differing interests. We are looking at the main goals: The motivations for managing stakeholders are diverse and can pursue the goals of the , but in reality stakeholder management must be implemented at the various stages.

Several models have been developed to handle the actual implementation of management of stakeholder (Preble 2005, Buysse and Verbeke 2003, Simmons and Lovegrove 2005, Fassin 2009). The model presented here is a comprehensive description of how to perform stakeholder management in six stages, as shown in Figure 2.2.

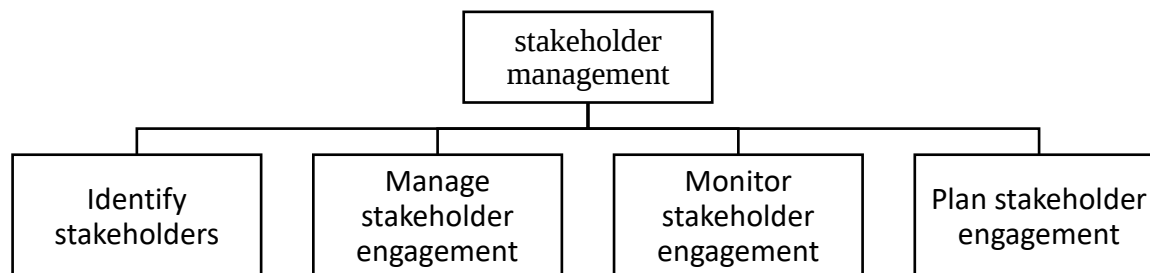


Figure 2.2 stakeholder management process PMI (2013)

2.3.1 STAKEHOLDER IDENTIFICATION

It is true that determining who is a stakeholder in an activity and who is not is not necessarily equally important for all stakeholders to achieve its goals (Salam & Noguchi 2006). These decisions are influenced by the importance of each stakeholder, namely their power legitimacy urgency function, This distinguishes primary stakeholder secondary stakeholder and non-stakeholder (Vandekerckhove & Dentchev 2005:p221). In addition, Bourne & Walker (2005:p651) stated that in order to better understand the potential impact on a project, it is necessary to identify 's "party valid" stakeholders and map their power and influence. After some review of this issue, the authors found that the problem of identifying stakeholders was detailed by Vos & Achterkamp (2006:p161) in the innovation management literature. Vos & Achterkamp argued that the classification of stakeholders is not a stakeholder-specific equivalent, but that in order for a classification model to help identify a stakeholder, it needs to be adapted to the problem of which the stakeholder is interested or affected, (Vos & Achterkamp, 2006:p161). Stakeholder classification is a necessary step, but the specific stakeholder is beyond this step, as shown in Figure 2.3

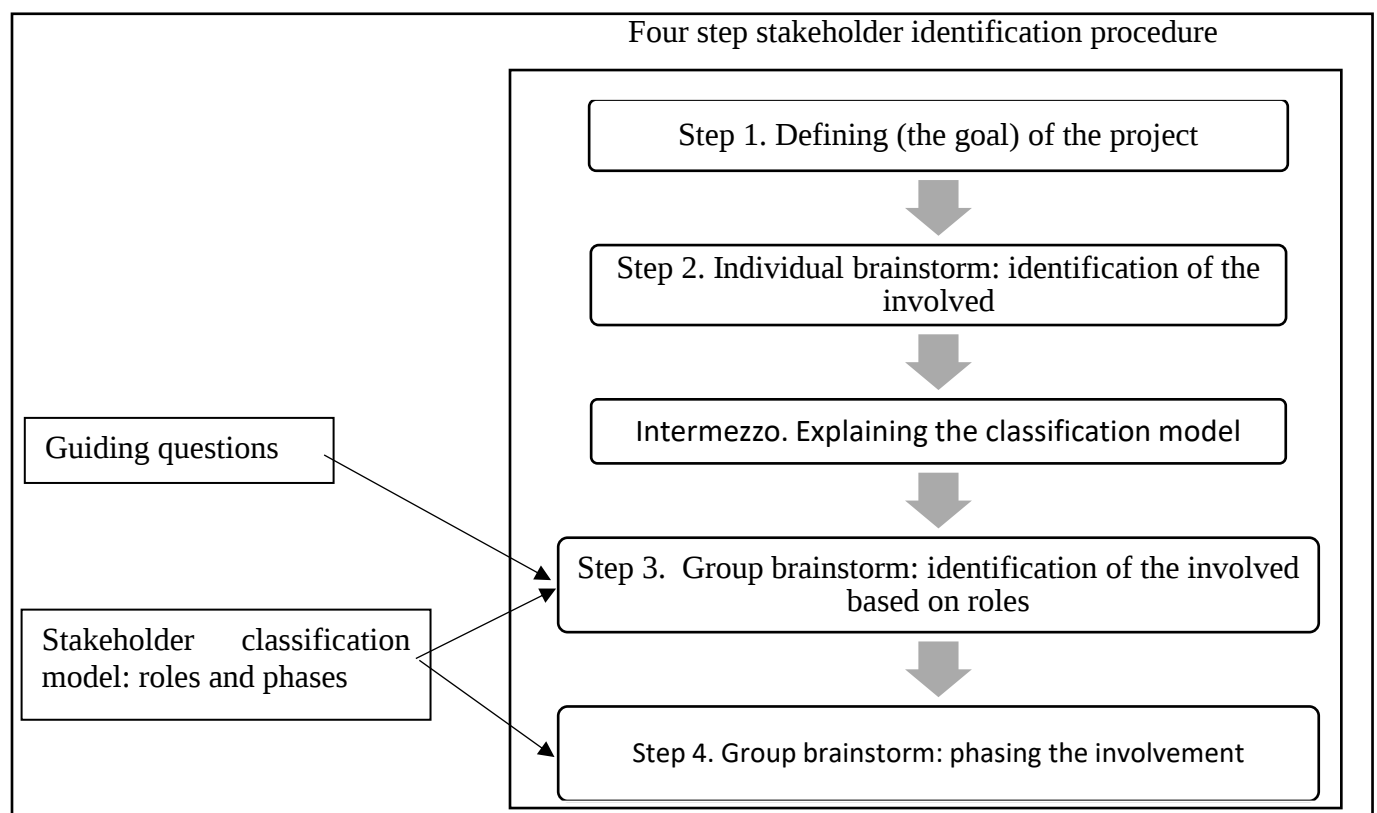


Figure 2.3 : Stakeholder identification procedure (Source: Vos & Achterkamp, 2006: p161)

A) STAKEHOLDER MAPPING

Using the power/stakeholder matrix, stakeholder mapping was adopted by Mendelow (1981) and Johnson & Scholes (1993), who presented a model of environmental inspection in the context of the concept of stakeholder, and the vitality of the environment. The power of stakeholders in an organization or project (Olander & Landin, 2005:p322). They showed that power and vitality are factors involved from Low High Static to Dynamic. This method is also used to develop strategies for managing different stakeholders (Winch, 2004:p70), which consist of two dimensions. As shown in Figure 2.4, the stakeholder's authority to influence the level of interest in the definition of a project and its definition is a function of loss or profit.

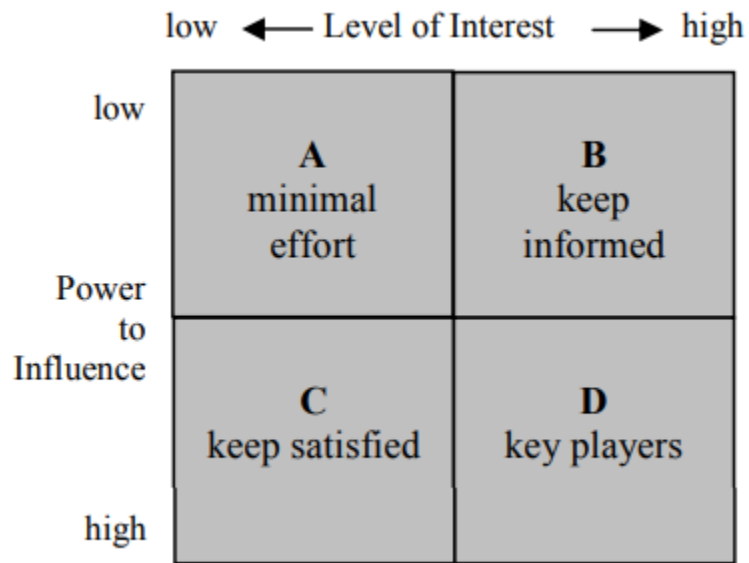


Figure 2.4 Power/Interest Matrix (Source: Winch, 2004:p85)

Winch (2004: p70) aims to map the interests of project stakeholders, focusing on and managing the project mission, which represents the production of the final product, rather than the project mission itself. It is suggested that it should be the first step. Also it provides a way to turn the other person into a support by providing the appropriate changes for the mission of the project and preventing the supporter from accepting the solution to the problem and changing the other path.

B) Stakeholder Attribute: Power, Legitimacy and Urgency

As discussed earlier, stakeholder decisions are influenced by the materiality of each stakeholder. This is a function of stakeholder authority legitimacy and urgency. This will allow you to better understand the potential impact on projects that separate primary, secondary and non-stakeholder. This idea was developed in a 1997 survey by Mitchell, Agle & Wood, (Clement, 2005; p259),

which proposed a model when targeting stakeholders based on three characteristics. Power, legitimacy and urgency. It is described as follows (Clement, 2005:p259; Lim, Ahn & Lee, 2005:p832; Boonstra 2006:p40).

1. **Power**-Stakeholders have the power to the extent that they have access to coercive, pragmatic, or normative means, and can impose relationships, their own will.
2. **Legitimacy**-Stakeholders are legitimate when the company's behavior is widely regarded as favorable, appropriate or appropriate in the larger social norms, values and beliefs. Suchman (1995) argues that, in a very general sense, legality is associated with a particular culture or code of conduct that is considered valid in terms of a larger social system. Legitimacy is the generalized perception or assumption that an entity's behavior is desirable, appropriate, or appropriate in socially constructed norms, values, beliefs and systems of justice (Rasche & Esser, 2006, p.261).
3. **Urgent** - An urgency relationship or claim is of a time-sensitive nature and exists when the relationship or claim is material or material to stakeholders. Urgency is the degree to which the stakeholder's efforts require the immediate attention of companies.

The researcher also said that stakeholder demand is not considered significant if only one of the three variables exists, and stakeholder could be considered "potential" or low salience. When all variables are present, a rapid and complete response is required, and stakeholders should be considered "critical" or highly salient. Boonstra (2006:p40) suggests that eight kinds of stakeholders are created by combining these three properties, as shown in Fig 2.5.

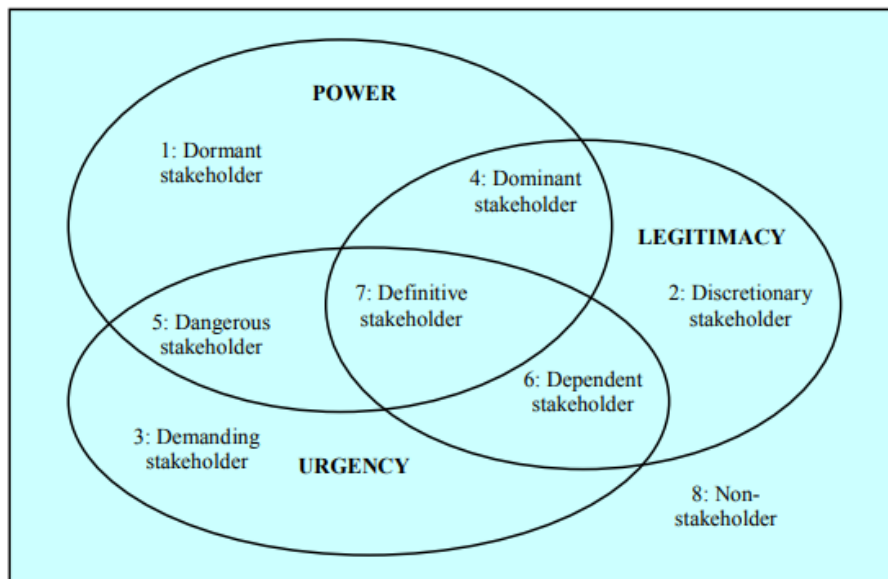


Figure 2.5: Stakeholder Typology (Source: Boonstra, 2006:p40)

C) STAKEHOLDER ANALYSIS

According to Grimble et al (1995), stakeholder analysis identifies the stakeholders in a project, assesses their interests, and how these interests influence the risk and relevance of the project. And is used to assess stakeholder capacity building. Stakeholder analysis is used to assess the project environment, derive stakeholder interests in relation to the problem the project is trying to solve, and identify conflicts of interest with the stakeholder. Salam & Noguchi (2006) proposes to the concept of "4Rs": rights, responsibilities, income, use of relationships in stakeholder analysis.

Freeman (1984) introduced a stakeholder analysis framework consisting of two stages: identification and evaluation. Which makes stakeholder analysis easier. The main purpose is to identify the role of stakeholders, the conflicts that can exist between these roles, and the formation of negative networks that can prevent the development of projects.

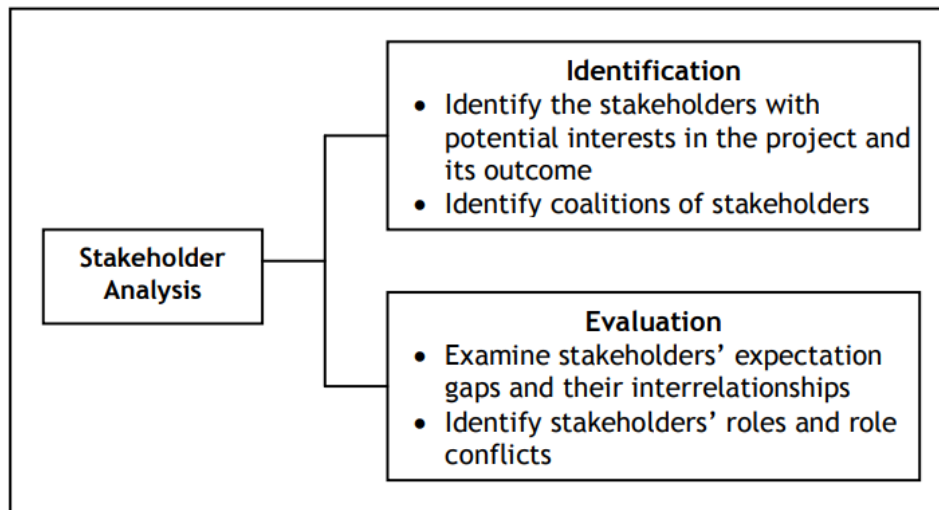


Figure 2.6: A Stakeholder Analytical Framework (Source: Freeman, 1984)

2.3.2 MANAGING STAKEHOLDER ENGAGEMENT

Stakeholder Engagement Management is the process of contacting and working with stakeholders to address issues arising out of meeting their needs/expectations and facilitating appropriate stakeholder engagement in project activities throughout the project lifecycle (PMBOOK, 2013). The main advantage of this course is that it allows project managers to increase support and minimize resistance from stakeholders. By managing stakeholder engagement, your chances of achieving project success are greatly increased. Project goals, objectives, benefits and risks (PMBOOK, 2013). They can then become active supporters of the project and help them

decide on an activity or project. By predicting people's reactions to projects, you can take active steps to gain support or minimize adverse impacts (PMBOOK, 2013).

According to Cleland, (2002) goal / project stakeholder management is a timely and reliable and comprehensive information , features and open – options. Each Stakeholder, continues to identify possible stakeholder strategies, and the major stakeholder strategies determine and integrate how the current project can influence interests. Information is continuously monitored. It forecast measures , Project Stakeholders environment , impact, Collection, Analysis, and distribution of Stakeholder information to the project team (Cleland, 2002).

2.3.3 MONITORING STAKEHOLDER ENGAGEMENT

Stakeholder Engagement Monitor is control of process, project stakeholder relations and reconciliation strategies and plan engagement stakeholder (Sampietro, 2016). This process is the default because team members can understand Presence of unidentified stakeholder. Whether stakeholder management strategies were appropriate and effective (Sampietro, 2016). A key benefit of this process is that project evolves, as environment changes, stakeholder engagement will maintain or improve the effectiveness and effectiveness of activity. Stakeholders' engagement activities are included in stakeholder's management plans and execution life cycle project. stakeholder engagement must be continuously controlled (PMBOOK 2013)

2.3.4 PLAN STAKEHOLDER ENGAGEMENT

Stakeholder Participation Planning is standard strategy for communicating with project stakeholders and realizing support for the project. Describe the frequency and type of communication and the location of the media, contacts, and communication events. It is created and updated in response to changes in the communication needs of stakeholders at the beginning of the project(PMBOK). The stakeholder engagement plan is part of the project management plan and identifies the strategies and countermeasures necessary to increase the effective stakeholder engagement in decision making and implementation. Depending on the needs of the project and the expectations of the stakeholders, it can be formal or informal, often highly detailed or broadly designed. (PMBOK)

Part of the Stakeholder Engagement Plan

The outstanding Stakeholder Engagement Plan includes the following parts: (Bernie Roseke 2019)

- **Stakeholder List** the first step in any stakeholder engagement plan is to list the stakeholders. However, it's important to get it done because it's easy for a small stakeholder to make a project go smoothly if not sufficiently consulted. According to PMBOK, this list is created as part of a stakeholder identification process called stakeholder registration.
- **Project Phase**- Many stakeholders are only involved in certain phases of a project.
- **Contact Name**- It is important to find the right person. Large corporations, governments (regulations) and stakeholders have several bureaucratic layers that can lead to project delays if key decision makers are not directly involved.
- **Area of influence**- Stakeholder “sharing” of area is defined here. How does their attention relate to the project? What are your business goals and how do your projects interfere with these? Why is this stakeholder interested in your project? There can be no meaningful stakeholder engagement unless they understand each other's opinions.
- **Power** -Each stakeholder has a unique ability to stop and/or change a project. What is this ability? Where did it come from? And how can I control it? It is also possible to remove stakeholder rights to the project, but here comes a combination of economic satisfaction and stakeholder satisfaction (they are very satisfied and are likely to influence other stakeholders).
- **Engagement Approach** -Stakeholder participation strategies need to be detailed. The type and frequency of communications such as weekly, email, monthly phone calls or weekly meetings. These communications include weekly updates to project development, design information and publishing plans.

2.4 STAKEHOLDER MANAGEMENT MATURITY LEVEL

Important considerations in organizational management should include the following questions (Caroll y Buchholtz, 2006).

- Who are our stakeholders?
- What are their interests in the project?
- What opportunities are they offering?
- What challenges or threats do they present?
- What responsibilities do shareholders have?
- What strategy should I use to swallow an interest group?
- Do you need to deal directly or indirectly with stakeholders?

- Should you be active or defensive in your dealings with stakeholders?
- When and how to respond, negotiate, or oppose stakeholder needs?

The specific mapping and prioritization of project stakeholders is only the first step. A project is considered successful only if its success has been recognized by key stakeholders (Carroll y Buchholtz, 2006). This requires the project team to properly understand and understand each of the key stakeholders. Manage expectations and present projects because they meet or exceed these “managed promises”. Expectations are not “fixed”. Effective communication helps change perceptions and assumptions. They are realistic and accessible. Conversely, ineffective relationships can increase awareness (Carroll y Buchholtz, 2006). A failure of the stakeholder's mind is that the project is a 'boundary that provides the boundaries of time, budget, and budget.' Many skills and organizational maturity. According to Bourne (2008) , Stakeholder Relations Leadership has a five-step model that provides a way for organizations Identify their level of “readiness” to promote stakeholder engagement practices and identify areas for improvement (Bourne, 2008).

The 5 steps of SRMM® are:

1. **Ad hoc:** This step recognizes the importance of stakeholder management and is identified by the use of simple tools identified as personal pockets. It is not a standardized process and there is no central support or organization. There are no applications other than projects, programs, and portfolios.
2. **Procedural:** This stage is defined by the measures of some individuals with formal knowledge of the use of SRM's materiality tools and processes, and an internal focus on the “project merits” of these activities. Standard processes are not widely accepted and are not used. The organization's focus is on "development" of standard tools and practices. Specific focused support guidelines are available through provider support methods or local “experts”. There is no such thing as an organization-wide implementation. Some implementations beyond projects, programs, and portfolios: Recognize the need to focus SRM on the needs of organizations beyond projects, including programs or pre-bid prequalification.
3. **Relational:** This standard provides a general understanding of the importance of SRM, focusing on the use of tools and processes to engage stakeholders and achieve and measure this, with a particular focus on the “common interest”. Standards Standards: The use of standard procedures is recognized and expected. Effective stakeholder management is essential to the successful

communication of business efforts and projects. Administrators focus on sharing and the benefits of sharing. The PMO (or similar) provides standard support, advice and training. Some enterprise-wide applications, and some, go beyond projects, programs, and portfolios.

4. Integrated: This level demonstrates the organization's commitment to continuous improvement and strong internal support. Perceived attention to individual stakeholders can participate in many projects/programs and transmit estimates/activities multifaceted focus; Use tools and processes by integrating information and gaining “insight”. GENERAL benefits / “WinnerWinner” Criteria Organizations focus on measuring the practical benefits of effective stakeholder engagement management. Central support unit for SRM training, support and guidance of organizational applications. In addition to projects, programs, and portfolios, there are several implementations: development of specific applications that meet the specific needs of organizations to facilitate the development of specific communication strategies and plans.

5. Predictive: This level is characterized by an organizational management focus for learned (historical) data collection. It then regularly uses the information in the project's "check status" (the project is "standard") to predict risk assessments. Standardized processes have centralized support. There are projects, programs, and portfolios, as well as a comprehensive implementation and implementation of the organization. The concept of stakeholder management maturity is based on the experience of Hilson (1997), Kerzer (2005), OPM3 (PMIproject management institute 2003), CMMI (Carnegie mellon institute 2006) and the author. Stakeholder Circle an organization that implements a culture of active stakeholder participation using methods and support tools.

2.5 CHALLENGES OR BARRIERS OF STAKEHOLDER MANAGEMENT IN CONSTRUCTION PROJECTS

The construction industry faces many challenges. The industry is huge and complex and has been geographically expanded nationwide by the implementation of the project. Areas such as building construction, civil engineering, and special construction can be identified. Also, several factors affect performance, making it difficult to manage stakeholders together for expectations at multiple levels. There is a relationship that is opposed. Appropriate supplier participation and a large number of SMEs influence the management of participating participants. Traditionally, the role of participants and body size distribution separated from industry, EyiahBotwe (2016) ,

African infrastructure development is a measure of government political success, Oyedele (2013). This caused political interference in the development of the project.

The need for ongoing measures to improve the construction industry is critical to the diversity, imbalances and uncontrolled characteristics of the industry and its participants (Oyedele 2013). Industrial outcomes in developing countries have been weakened in connection with the achievement of the goals of this project. Critical Success Factors for Stakeholder Management are practices and considerations to ensure the success of stakeholder management directly or indirectly. Equally important barriers are the success and cost, time and quality objectives of stakeholder management (Oyedele 2013).

Although many studies are considering challenges of Critical Success Factors, none are considering significant barriers to effective stakeholder management in developing countries. It is important to note that if these practices are not properly addressed, they can present a challenge to stakeholder management. They are not unique to developing countries. Similarly, El Sawalhi and Hamad (2015) identified the challenges of managing the strip construction industry in the Gaza Strip construction industry. Project managers are people with advanced qualifications who employ clear assessments of alternative solutions and ensure effective communication between projects and stakeholders. They are also identified as challenges by setting the general goals and objectives of the project, and by examining the needs and expectations of stakeholders. Its impact depends on active or other treatment in this situation (El Sawalhi and Hamad, 2015).

10 factors based on literature were outlined and grouped as “Project Planning and Development”, “Project Set Targets”, “Project Stakeholder Management Process”, (Eyiah-Botwe, 2016)

Factors acting as Barrier to Effective Stakeholder Management Process *Source: Eyiah-Botwe (2016)*

- Project manager’s unfamiliarity with Stakeholder Management process
- Project planning and control
- Procurement approach
- Project cost increase
- Project scope changes and quality
- Project delay
- Stakeholder identification
- Stakeholder engagement

2.6 EMPIRICAL LITERATURE REVIEW

As described in an extensive related literature; Similar studies have been conducted on project management in the construction industry. In this section of the study, various review articles related to the study are discussed. The reviewed literature indicates that there have been studies to evaluate the project management practices of various organizations in Ethiopia. However, many research studies confirm that the management of stakeholders in this country is still in its infancy. In this study, both local and international literature was reviewed for the study.

Primarily literature related to the stakeholder management practice of the Ethiopian construction industry was reviewed, by Melese, S. (2018), by the title of “Analysis of the Role of Stakeholders in the Ethiopian Construction Industry” at College of Business and Economics: carried out 36 semi structured interviews with key stakeholders in the construction sector. The study indicated that according to the interview and revised document, all key stakeholders who are involved in the industry are not playing their role absolutely. The key actors (professionals, consultants and contractors) are not applying their role in accountability; projects are not completed according to a preset schedule, cost and quality. According to the study, the challenges that face the key stakeholder’s engagement include Shortage of hard currency, corruption, in efficient resource utilization, inflation, shortages of raw material supply, weak regulatory frame work, poor university - industry linkages, lack of appropriate budget and shortage of capital, non-transparent procurement system (Melese, S. 2018).

Another study conducted in Ethiopia on “Assessment of Stakeholders Management Practices with a special focus on selected joint projects in Ethiopia” by Getahun, Y. (2017), with a sample size of 36 questionnaires conducted semi-structured interviews with major stakeholder management champions. The findings show that 95% of the respondents acknowledge the importance of stakeholder management to enhance the propensity of realizing successful joint project execution. This reflects that, the respondents quite agree that poor stakeholder management practices influenced joint projects failure (Getahun, Y. 2017).

Form the above studies, and we can see that the maturity of stakeholder management practice in the Ethiopian construction industry is low due to different challenges, and the emphasis is not given to the major constraints of projects stakeholder management.

2.7 Conceptual Framework

The study evaluates ECDSWC stakeholder management practices. The framework for this study is illustrated below. In the conceptual model below, both dependent variables and independent variables are described. More precisely, this project includes two variables: independent variables (factors that influence stakeholders in project and stakeholder management) and dependent variables (ECDSWC project success).

In order to understand the impact of stakeholders on projects. It is necessary to identify and include the factors by which they do so. According to Brunne L (2009), stakeholders is affected by interest, rights (legal or ethical), knowledge or support. In this literature review, we look at additional reasons why stakeholders are influencing projects from different authors. The factors mentioned are attitude, interest, influence, conflicts and alliances, power, legitimacy, urgency, intimacy and knowledge.



Figure 2.7: Conceptual Framework of the research

2.8 Research gap

Based on the above literature and objective reviews, it can be concluded that further research is needed to evaluate the stakeholder management practices of construction organizations in Ethiopia. From the literature reviewed and to the researcher's knowledge, there has been no satisfactory researches to evaluate the implementation of the ECDSWC Stakeholders' Practices. Due to its wide structure, it plays an important role in the Ethiopian construction industry. This study fills the literature gap in the ECDSWC's stakeholder management system and provides a more holistic or comprehensive assessment of the organization's stakeholder management system, and gives us a new perspective by assigning the experience to process groups rather than knowledge areas. The study also provides a basis for better understanding of the implementation of mega and strategic public projects stakeholder processes in Ethiopia.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the survey design population and sampling methods, data collection sources and tools, data analysis methods, general survey methods, and surveys for the objectives and questions described in Chapter 1. Key information can be obtained through interviews and questionnaires. The target population was selected from project in Addis Ababa. Descriptive statistics are the main method of statistical analysis using SPSS and Microsoft Excel spreadsheets.

3.2. Research design and approach

To prepare the conditions for collecting and analyzing data in a method aimed at a combination of procedures and relevance to the study design and study objectives. In fact, research design, a conceptual structure to do research. This constitutes the data collection, investigation, and analysis blueprint, (Kothari2004).

Research design outlines the holistic strategy chosen to coordinate the various components of the investigation in a balanced and rational way, and allows the investigation's problems to be addressed effectively. Develop data collection, measurement, and analysis designs. Facilitate data collection and analysis in a way that combines study design, purpose and process of the study. According to Quota Hari (2004), great design flexibility makes it appropriate, efficient and economical. In general, designs that minimize bias and increase the reliability of collected and analyzed information are considered good designs (Quota Hari, 2004).

In this study, the researcher use a descriptive research design. Descriptive research accurately reflects the stakeholder management characteristics of an organization. Descriptive research involves, from the outset, describing the characteristics of a particular individual situation or group. Its main purpose is to accurately describe the state of the organization's stakeholder management, and also includes fact-finding interviews with project managers. Meanwhile, blended research methods have been developed to conduct surveys that describe the practices of the sector, particularly those of stakeholders. Descriptive research relates to the story of facts and features of a situation, (Kotari, 2004).

The main objective of this study is to evaluate the practices and challenges of stakeholder management in construction projects, Ethiopia's construction design supervision business corporation is treated as a case organization. The purpose of the survey and the survey questions were to identify the key stakeholders in Ethiopia's construction industry, identify the level of

stakeholder management practices using the Stakeholder Relationship Management Maturity (SRMM) model and challenges related to stakeholder management practice of construction industry. This is a descriptive study, which analyzes stakeholder management practices and draws conclusions from the data collected. Therefore, the research method in this study is a mixed method. This is because the nature of the basic research question to select a blended approach for this study required both qualitative and quantitative data.

This study used both qualitative and quantitative approaches, also known as blended approaches. The reason for using the mixed method approach is the same as mentioned by Holme & Solvang (1997). Qualitative methods are used to gain a deeper understanding of the studied problem. Quantitative methods mainly consist of general conclusions and evaluations, which determine under what circumstances it is effective to draw conclusions for any device (Holme & Solvang, 1997). Creswell & Plano Clark (2007) also suggested using a blended approach so that the overall intensity of the study is higher than that of a qualitative or quantitative study. According to Mark (2009), as quoted in Aida (2015), by mixing qualitative and quantitative approaches, the weaknesses of each method can be covered by reinforcement in the other method. In this study, we combined the secondary and primary data (Mark 2009). Data were collected in the field using structured and semi-structured questionnaires and key individual discussions.

3.3 Research site

As chapter-1 discusses the study focuses on Building and urban design and supervision works sector of Ethiopian Construction Design and Supervision Works Corporation. Building and urban design and supervision works sector is one of the oldest sectors in the corporation and mainly provides planning, designing and engineering services related to architecture, urban design, and urban planning and landscape design.

- Building design (architectural, structural, electrical, sanitary mechanical, quantity surveying)
- Building construction supervision and contract administration urban and regional planning
- Urban design

It is a multi-disciplinary engineering firm founded by amalgamation of three companies: water works design and supervision enterprise (WWDSE), Construction design share company (CDSCo) and transport construction design share company (TSDSCo) that were engaged in planning, study design and supervision of water and hydropower, building and transport sector works since 1998, 1977 and 1987 respectively. ECDSWCo. is now a fully integrated

engineering consulting firm giving consultancy services with six business units in areas of water and energy, building and urban, transport, geo technics and underground works which are supported by fully organized and dedicated two centers; one with advanced laboratory and research, the other with surveying, geospatial and civil informatics in search of excellence and quality, (Brochure, 2019). the Corporation has potential customers & stakeholders which can bring vast market for our engineering consultancy services.

Internal Stakeholders	External Stakeholders/Customers	
Ministry of Public Enterprises	Ministry of Water, Irrigation and Electricity (MoWIE)	Basin Authorities
Board of Management	National Regional States Bureaus, Authorities and Enterprises	Sugar Corporation
Corporate Management	Addis Ababa Water and Sewerage Authority (AAWSA)	Higher Education Institutions
Employees of the Corporation	Ethiopian Construction Corporation	Ethiopian Road Authority (ERA)
Labor Union of the Corporation	Financial Institutions (Banks, Insurances etc.)	Ethiopian Electric Power (EEP)
	Addis Ababa Housing development Project Office	Ministry of Houses and Urban Development
	Industry Park Corporation	Investors
	Metal and Engineering Corporation (METEC)	Ethiopian Revenue and Customs Authority
	Ethiopian Railways Corporation	Ethiopian Air Ports Enterprise
	City/Sub City Administration	Transport Authority
	Ethiopian Revenue and Customs Authority	Other Ministries
	Stakeholders	Contractors and Consultants
	Addis Ababa City Roads Authority	Ministry of Construction
	Suppliers	Beneficiaries
	Non-government organizations	Higher Education Institutions

Table 3.1 stakeholders of the corporation

Source -company profile

3.4. Data types and sources

3.4.1 Data types

Data are facts, figures and other relevant materials past and present serving as bases for study and analysis, (Krishnaswami, 1993). There are two types of data namely primary data and secondary data on which the study should keep in mind.

- **Primary Data**

The primary data is newly collected data, and the first collected data has unique characteristics (Kothari, 2004). The main data was surveyed, structured and collected through questions and discussions with key personnel. In this study, personal interviews were conducted with structured surveys, respondents were required to create a survey, and consisted of closed and open questions to obtain the opinions and feedback of survey respondents.

- **Secondary Data**

Secondary data is data taken from material sources that have already been collected by others for other purposes. It is pre-owned information with both raw and public data, (Saunders, et al 2000). This study is to extract data from the company's recorded documents for the purpose of the investigation.

3.4.2 Data sources

In addition to the secondary data source, this project study uses the primary data source, depending on the nature of the study being processed. Primary data is provided directly by respondents through surveys and interviews. Secondary data, on the other hand, used data that was recorded, analyzed, and interpreted for additional use, as did other studies related to books, journals, instructions, manuals, related literature and research themes. Key sources of information include program managers, project managers, project coordinators, field project staff and key resource personnel. Secondary material reports and documents are included.

3.5. Target population of the study

A population is defined as a cluster of statistically equivalent individuals or a set of genetically interchangeable individuals (Lawson, 2012). Almost all members of the organization are directly or indirectly involved in the process of stockholder management. The survey subjects consisted of employees from the ECDSWCo architectural and urban design and supervision work departments who were directly involved in the project. This study is aimed at employees responsible for the planning, execution, control and support of the implementation of an

organization's overall project. According to Kothari (2004), if the universe is small, it is wasteful to resort to sample censuses. The census is a complete list of all "population" items (Kothari, 2004).

The target population consists of the organization's project managers, project coordinators, project members, and project support personnel. It was found that the target population specified within the organization was 30 employees. Census was intended to achieve the purpose of the study, because of the size of the population. In addition, concerns about accuracy were alleviated by using the census to allow all 30 participants to participate (Parker, 2011). In a qualitative way, samples were deliberately selected from the target population. As a result, individuals working in the project management office were selected. Therefore, the selected samples assume sufficient know-how and experience for the organization's project management and stakeholder management.

3.5.1 Sample Size

A convenience sampling method was used to select the respondents under the projects. The questionnaire was distributed to 30 project managers and project team members. In-company interviews was conducted with the staff responsible for planning, implementing, supervising and supporting overall project implementation.

3.5.2 Sources and Tools/Instruments of Data Collection

The research method was chosen by researchers because it is a cost-effective method and is a popular means of collecting large amounts of data (Sunders, 2009). Therefore, semi-structured interviews and surveys as a research tool for currently working employees who are responsible for managing stakeholders within your organization. The main tools used to collect primary data from primary sources mainly include surveys, interview guides and researcher experience. For the questionnaire, the primary data consisted of closed and open questions and was collected using a unique managed semi-structured questionnaire. Primary data will be collected in the building and urban design and supervision work departments currently in the implementation phase of Addis Ababa. The survey includes open and closed questions. The questions were prepared based on the research questions.

3.6 Data collection procedures and technique

Interviews and surveys were used to gather information relevant to this study. Although this work primarily responds to primary and secondary sources of information, it is based on research using integrated questionnaires and semi-structured guides. The structured questionnaire in this survey contains recent and completed questions primarily directed directly or indirectly to the program/project manager. Semi-structured interviews are for key project staff responsible for stakeholder management. Closed questions were also used. Most of the questions in this study are closed so that researchers can get the right information for their research objectives, and the rest of the questions are completed to get the information. Respondents are prepared in a process related to the management of stakeholders, based on the PMBOK guidelines (PMI, 2013).

Therefore, the study chose this method, which can save cost-effective time, analyzed the information distributed to each respondent and reduced prejudice. Second, if the interviewer misinterprets the relevant survey, it will be treated as the tool of choice. The approach involves stakeholder management processes, tools, technology, leadership efforts, and stakeholder implementation challenges. The survey was created taking into account the management practices and challenges of stakeholders in the selected departments.

The first step in data collection was the development of a research framework that included research and ancillary data. The research framework identifies all relevant documents and contains questions for interviews and surveys. The second phase presents the management experience of stakeholders in selected departments and provides respondents with steps to take before propagating their overall goals. The final version of the survey was then distributed to the respondents and the information was finally collected. At the same time, the study uses semi-structured interviews to collect detailed quality information from project managers and resident engineers.

3.7 Method of Data analysis

To divert raw data and transform it for meaningful purposes, you need to convert the information to host format, so you need to create summaries and categories and apply statistical issues. Based on this, to analyze your research goals and questions, to analyze your data, do the following: Above all, make sure that the information is consistent and able to identify and organize errors and omissions in the data collection process. It then categorizes the information in a way

that manage and analyzes it. The data is analyzed using statistical software called SPSS and displayed using tables and figures.

3.8 Reliability and validity

To maintain the quality of the study and ensure that it is trusted by all parties, researchers have relevance and trusted the entire research process, including, data and study contributions. As a result, Researcher has made use in combination data collection technologies which includes surveys, interviews and reviews of supporting documents. As a result of collecting data method triangulation is in ethical viewpoints and, so to contains verification of check the process. At the same time, triangulation improves the reliability of the data and collection process. Researcher also ran Cronbach's Alpha test to investigate the reliability of the survey and found that 0.71 was allowed.

3.9 Ethical considerations

All participants will be informed of the purpose and benefits of the evaluation and their right to refuse any interview or procedure. All participants will be informed that participation is voluntary. The confidentiality of responses is verified and informed consent is obtained prior to data collection. People's names are not included in the confidentiality.

CHAPTER FOUR; RESULTS AND DISCUSSIONS

4.1 Introduction

This section presents the results and discussion of stakeholder management practices and challenges for the Ethiopian Construction Design and Supervision Corporation, Building and Urban Design and Supervision Sector. The discussion of research results is structured to support the charts in the figure. Therefore, each research question is answered by summarizing the main research results associated with the research questions shown in the drawing of the figure. Appropriate descriptions of related tables and graph diagrams are then provided.

The survey adopted a census method and the target population was 30 project team members. 30 questioners were distributed to 30 construction project managers and local engineers. 28 of the 30 questioners were returned. The response to the distributed questionnaire was 93.3% ($28/30 * 100$). This section is divided into 7 subsections. First, in the respondent's profile, describe their age, gender, education, experience, and position in the organization. Understand the level of understanding and experience of the respondents. The second is the identification, classification and relevance of stakeholders in an organization. Third, stakeholder assessment and analysis. Stakeholder involvement within the organization, Management of the organization's fifth stakeholder and project success. Sixth, the registration practices of stakeholders of the organization's project. Finally, stakeholder management, procedures and challenges. Semi-structured interviews with key project managers and reviews of related projects and other documents also support the findings. Thus, the researcher can deeply understand the different aspects of research from the perspective of addressing the research purpose. The investigator made it clear in the investigation that the information provided by the interviewees was kept confidential from third parties. Therefore, to ensure privacy, the survey is completed anonymously. Survey data analysis uses SPSS 25 versions of the statistical package and uses numerical tables, bar charts, bar charts, and frequency tables to provide numerical data results. Based on this analysis, the introduction is as follows.

4.2. Profile of the respondents

The first section of the questionnaires was intentionally designed to extract profile of the respondent – Gender, age, educational level, work experience and Position in the organization followed by their interpretations are summarized as below.

Table 4.1 Profile of the respondents

Respondent's Gender				
		Frequency	Percent	Cumulative Percent
Valid	Male	20	71.4%	71.4%
	Female	8	28.6%	100%
	Total	28	100%	
Age of respondents				
		Frequency	Percent	Cumulative Percent
Valid	<30	3	10.7%	10.7%
	30-40	9	32.1%	42.1%
	41-50	11	39.3%	82.1%
	Above 50	5	17.9%	100%
	Total	28	100%	
Respondent's Educational Qualification				
		Frequency	Percent	Cumulative Percent
Valid	First Degree	18	64.3%	64.3%
	Masters	9	32.1%	96.4%
	PhD	1	3.6%	100%
	Total	28	100%	
Position in the organization				
		Frequency	Percent	Cumulative Percent
Valid	Project Coordinator	7	25%	25%
	Project Member	9	32.1%	57.1%
	Project manager	8	28.6%	85.7%
	Project support	4	14.3%	100%
	Total	28	100%	
Respondent's working experience				
		Frequency	Percent	Cumulative Percent
Valid	3-5	5	17.9%	17.9%
	6-10	7	25%	42.9%
	11-15	7	25%	67.9
	>15	9	32.1%	100%
	Total	28	100%	

(source: own data survey,2021)

4.2.1 Gender

As it is indicated in the table above shows gender of the respondents was 71% (20) male and 29% (8) female. In the selected sector, men are more represented than women. Although the researcher was unable to obtain more information on why men were dominant over women, considering social, political and economic factors, women were even less represented.

4.2.2 Age

Age is one of the major demographic characteristics that more information related to the respondents can be inferred. For example Young is characterized by an energetic and an optimistic outlook, while old age shows maturity.

The data clearly shows that, majority of respondents were in the age group of greater than 40 and this indicates that majority of the respondents are in the middle age categories which indicates the level of maturity and understanding of individuals in that sense age is more important to examine and give appropriate responses. The mean age of the sample was 41.36 years with the standard deviation of 15.3.

4.2.3 Educational Status

Educational level is also one of the most critical characteristics affecting personal attitudes and the way different phenomena are observed and understood. Therefore, the person's response is likely to be affected by their educational level. Therefore, it is essential that understand the educational background of the respondent.

When we see the educational status of the respondents about 4% (1) of the respondent was PHD holder, 64% (18) of them were first degree holders, while 32% (9) of them were postgraduates (master's degree holders) and from which it is seen that most of the respondents held an educational level of first degree which in turn indicates that the respondents had enough knowledge background to respond to the study subject area. Here the data indicates that the number of respondents who hold Bachelor of art or science are greater than that of the other.

4.2.4 Position in the organization

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

When we see the level of working position of the respondents, 7(25%) of them are project coordinator, 9(32.1%) of them are project members, 8(28.6%) of them are project manager and

4(14.3%) of them are project support. Therefore, most of the respondents are responsible for project management.

4.2.5 Work Experience

The level of year of work experience especially in the configuration of the project, has a direct impact on the performance of the project. This is because people will learn from their previous projects and have room to apply them to their current projects.

As above table 4.1 shows out of the 28 respondents, 17.9 % (5) of the respondents have 3-5 years of experience, 25% (7) respondents with 6-10 years of experience and similarly 25% (7) with 11-15 years of experience. The remaining 32.1% (9) are with above 15 years of experience. From the data, we can understand that most of the project team members have more than 5 years of project-related work experience, which is very beneficial for the correct implementation of the project and better project performance, and other things remain the same.

4.3 Stakeholder management practice

4.3.1 Stakeholder Identification, Classification and Relevance

The researchers attempt to study the sector's stakeholder management process: stakeholder identification, stakeholder analysis, communication process, and key successes and challenges for a better implementation of project stakeholder management.

4.3.1.1 Methods used to identify stakeholders

The identification of stakeholder expectations and analysis of stakeholders to determine their Influences are the critical steps required to allow development and implementation of stakeholder related strategies.

Table 4.2 Methods used to identify stakeholders (Source: computed from own survey data, 2021)

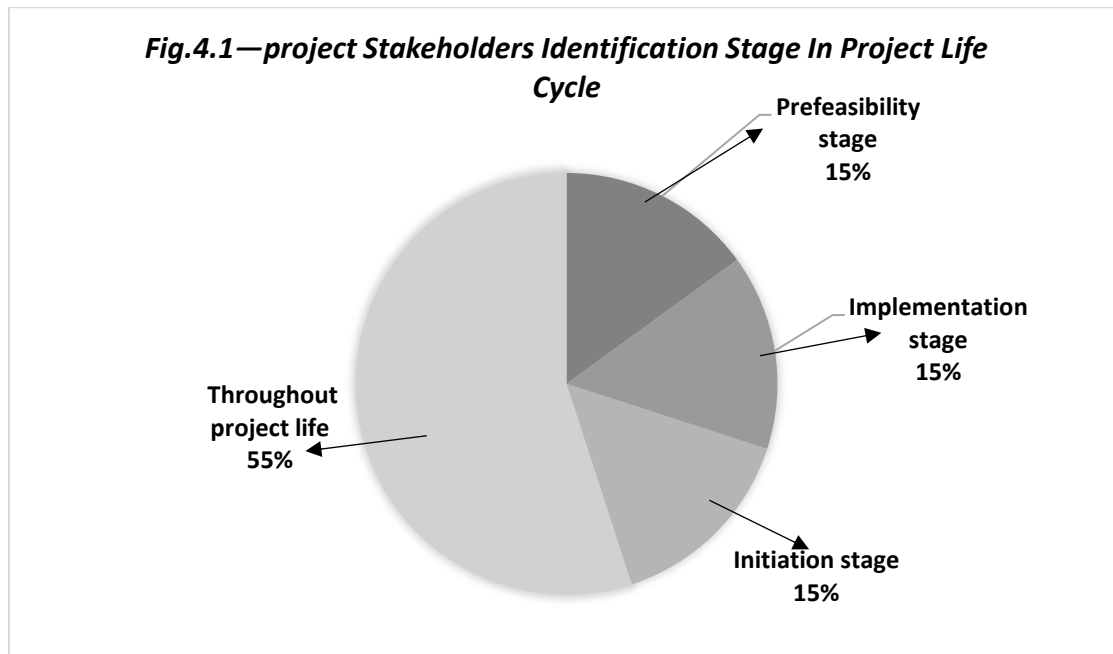
Stakeholder identification approaches	Mean	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Personal past experience	4.57	67.3%	22.9%	9.8%	0%	0%
Asking other stakeholders	4.07	25.7%	57.1%	17.2%	0%	0%
Public engagement method	3.96	22.9%	57.1%	17.1%	2.9%	0%
Directed by higher authorities	3.67	17.1%	34.3%	42.8%	2.9%	0%
Guidelines in the organization	4.25	42.9%	40%	17.1%	0%	0%
Professional services	4.07	28.6%	48.6%	20%	0%	0%
Social contacts	3.82	14.3%	57.1%	25.7%	2.9%	0%
Project team brainstorming	4.1	31.4%	51.4%	8.6%	8.6%	0%
Stakeholder forums	4.21	42.9%	42.9%	8.6%	5.7%	0%

Personal experiences are the most effective way to identify project stakeholders in the first place (90.2% strongly agree or agree). Guidelines in their organizations, stakeholder forums, and project team brainstorming have also been considered highly effective approaches. The results of the questionnaire show more than 3 (independent) values, so “senior management”, “social relations” and “public participation” are also considered appropriate methods. However, 51.4% of respondents “strongly agree or agree with the identification of project stakeholders led by senior officials. Project team members responded that they are using multiple technologies to help them identify project stakeholders. Respondents were asked to check any stakeholder forum in the boxes they thought were used to identify stakeholders, past lessons and project team brainstorming, based on their answers, are the majority of projects team member.

Also, from the interviews the researcher discover that the identification of stakeholders is informal, its form their personal experience rather than using stakeholder identification model. Using personal experience is may be effective but using formal way with proper guidelines will help to improve identification of stakeholder for the stakeholder management procedure. As we discussed in chapter two there are different models to identify stakeholders. From this the salient model is the most prominent models it identifies stakeholders in terms of power characteristics (ability to enforce licenses), urgency (urgency) and legitimacy (their participation is appropriate). All of the approaches are very use full to identify but it should be documented and well documented to make the identification formal and to pass the information and experience for next project managers.

In theory, project stakeholders should be identified in the early stages of the project's life cycle. This will enable stakeholders to contribute to the successful completion of the project throughout the life cycle. As shown in Figure 4.1 below, 49% of respondents identified stakeholders throughout the project. This finding is indicative of a problem that needs to be identified from the concept of the project rather than the standard of living on all projects.

Project life cycle (PLC) stage to identify stakeholders



4.3.1.2: Typical stakeholders of the sector

Based on researcher literature review to analyze the impact of stakeholders upon projects, it is necessary to identify and include the factors by which they do so. To enhance the understanding of project managers on stakeholders, their attributes, behavior, and potential influence need to be assessed and estimated. A project manager should select the right stakeholders to meet the challenge by prioritizing competitive communication needs. The conflicts and coalitions among stakeholders also could be analyzed based on the information about stakeholders, (Yang, 2009). So In this section the researcher will present general groups and institutions involved in construction projects, with clients, contractors, government officials, suppliers and consultants from the total group and institutional area represented as stakeholders (Table 4.3).

Table 4.3 ; typical stakeholders in the sector

Typical stakeholders in the industry	Frequency	Percent
Client	28	100%
Consultant	20	71.4%
Contractor	28	100%
Donor	3	10.7%
INGO / NGO	3	10.7%
Governmental Authorities	26	92.8%
Beneficiary / end user	15	53.6%
General public	11	39.3%
Suppliers	20	71.4%
Landowner/ neighbor	12	42.9%
Media	2	7.1%

Source: computed from own survey data, 2021

Survey results show that customer organizations and contractors are considered the most important stakeholders. Additionally, NGOs and donors are listed as the lowest ranked stakeholders. The results of this survey show that respondents answered that NGOs and donors do not have a direct interest in the construction project, but have a significant impact on stakeholders and the project.

The list of stakeholders in a construction project generally includes utility owners and users, institutional managers, project managers, shareholders, designers, employees, small contractors, suppliers, law enforcement agencies, process and service providers, competitors, banks and insurance. Companies, the media, representatives of the community, the public, neighbors, government agencies, regional development agencies, tourists, customers, the environment, pressure groups, the press, private organizations, etc (Olander, 2006).

4.3.1.3 Stakeholders interest, responsibility and level of relevance

An organization needs to be able to identify those stakeholders who are at risk of uncertainty or potential impact on the project. Table 4.3 below presents Stakeholder's interest and, responsibility on the organizations project.

Table 4.4 Stakeholders interest and responsibility

Stakeholder	Stake(s)-needs interests/demands	Role
Client	• Well organized project management • Efficient use of funds • Completion of project on the given time, cost and quality • Achieve project goals	• Provide pre-construction information to designers and contractors. • Purchasing project resources when it is requested. • Ensure sufficient time and resources are allowed for all stages of the project. • Prepare meetings and also attend in project meetings • Choosing the right project manger • Making project-specific decisions in the implementation phase of a project and in the case of deviations. • Notify the relevant enforcing authority of certain projects (notifiable). • External representation of project interests • Ensure that suitable management arrangements are made for the project • Select & appoint a competent and resourced Principal Designer.
Consultant	• Completion of the project and profit making. • Achieve project objectives	• Consultation and guidance to client/owner. • Preparation of “as-built” drawings • Supervising works and ensuring highest quality of performance standards. • Investigation of Problems on the project life cycle • Interpretation plan drawings and specification • Preparing Contracts and Selecting Contractors. • Prepare Feasibility reports • Administering Construction Contracts • Timely and periodic visit to the site • Define a clear project start and close-out • Interpretation of plan drawings and specification • Checking the authenticity of drawing and data provided. • Processing and estimating contractor progress and further payments. • Guiding in amendments to contractors’ contract
Contractor	• Completion of the project and profit making.	• Providing (temporary) facilities on site • Taking care of generated waste • Provide safety awareness to workers.

	• Achieve project objectives • Continuous supervision	• On-site personnel management • Site surveying • Schedule monitoring • Monitor project in terms of time schedule, safety, work quality, and other project-related details as specified in the project contract. • Furnishing Project Needs • find and hire right subcontractors and individuals to complete the job. • Complete the project • Guarantee viable safety policy to ensure health and safety in the workplace.
Donor	• Insure development	• Funding of projects • Technical service • Monitoring and Evaluation
INGO / NGO	• Insure development	• Funding of projects • Technical service • Monitoring and Evaluation
Governmental Authorities	• Empowerment of their people. • Insure development, • Secure livelihood	• Registration of projects • Policy and info support • Insure legality of the projects • Making sure the construction has no hazard causing risk to the environment
Beneficiary / end user	• Achieve Project deliverables	• Taking ownership • Implementation of the project plan • Give priority for projects during construction
General public	• Development	• Making sure the construction has no hazard causing risk to the environment • Making sure the construction has no hazard causing risk to the public
Suppliers	• Profit	• Deliver in fair cost • On time delivery • Delivering according to specification • Delivering quality materials
Landowner / neighbor	• Development	• Give priority for projects during construction • Building permit processing • Providing site facility

Source: computed from own survey data, 2021

Because projects have different stakeholders, their needs, responsibilities, and relevance are also different. Stakeholders are also responsible for financing the project and providing infrastructure. Interest rates range from achieving project goals to profits and collecting payments. It can be seen here that the client, the contractor, the consultant and the government officials are very Important for most respondents. The supplier and the beneficiary are seen as critical to the success of the project and the general public, donor, landowner's relevance is not critical to the project's success. Most stakeholder interests and roles are missed by all respondents. According to Stakeholder's Cooperation Office at Ministry of Construction key stakeholders in the industry with high power, high influence and high interest are:

- Contractors and Consultants
- Financial Institutions
- MoC (Policy making and regulatory body)
- Construction Professionals
- Construction Associations
- Construction Equipment and Raw material Suppliers, (Aseefa, 2018)

According to Assefa (2018) the role of the key stakeholders in the industry are as follows:

Ministry of Construction (MoC) – Government Authorities

According to Proclamation No.- No. 916/2015, power and duty define the executive organizations of FDRE. The Ministry of Construction has been responsible for formulating construction industry policies since October 2015 as a regulatory agency; MoC was restored after divorce Former Ministry Urban Development, Housing and Construction (MoUDHC). The role played by MoC includes promoting enabling environment, design overall, sustainable and accessible regulatory frameworks to promote the stability of construction industry. It also initiates, develops, evaluates, and monitors the construction industry's policies, strategies, and legal frameworks related to the construction industry. Provides industry competency certification and registration system to train national professionals, contractors and consultants, provides education, training, international experience, knowledge exchange and technology. (Aseefa, 2018)

Construction Professionals

According to Directives for the Registration of Construction Professionals and Contractors No.19 (2013), Construction professionals are technicians who have a degree or higher in education, diploma in engineering technical education which participate on construction. (Aseefa, 2018)

Contractors and consultants

Contractors are companies registered to participate in construction projects. Construction contractors, road contractors, and general contractors are licensed in accordance with the Directive issued by directive number 19/2013. The main role of consultants in the Ethiopian construction industry includes the following; advise on design, cost and any regulatory issues, ensure that projects are built on agreed quality, budget and deadlines, establish and describe the project, develop and coordinate design, prepare product information and bidding documents, and inspect contractors' work. (Aseefa, 2018)

Construction Associations

Construction associations are legal entities, including construction professional associations, entrepreneurs' associations, and consulting associations. Construction associations typically provide general improvements to construction professionals, contractors, and consultants. Associations provide free education and training, participate in legal framework preparation and feedback, and participate in important meetings and seminars where the industry needs guidelines, regulations and standards, ideas and knowledge. (Aseefa, 2018)

Financial Sectors

Financial institutions include banks, insurance companies, financial donors, savings and credit unions, etc. Financial Institutions The basic function on the construction industry is to provide loans, grants and funds to the business community to promote infrastructure construction in the construction industry. (Aseefa, 2018)

Raw Materials and Construction Equipment Suppliers

The main role of suppliers of raw materials and equipment is to supply the raw materials and machinery required by the construction industry according to industry needs. The ultimate goal is to reduce costs and construction time. In this case, the main consideration is to ensure a safe flow of material to the site in order to avoid the flow of work during the industrial disruption. On the other hand, the supply of domestic raw materials and equipment in the domestic construction industry has reduced the total cost and construction time. (Aseefa, 2018)

4.3.1.4 Classification of stakeholders

Stakeholders should be given priority in terms of their relative importance to the project and their resources dedicated to ensuring adequate and timely consultation, understanding and participation.

Like this Priority stakeholders can be categorized and re-assigned to facilitate work. The project management team understands the needs and expectations of each stakeholder and develops strategies to manage those needs according to the stakeholder group. (Lutchman, 2011). Different authors categorize stakeholders according to different criteria. The table below presents the different classification of stakeholder according to different authors definition.

Table 4.5 Summary of classification of stakeholders

Authors	Classification
Freeman, (1984); Eesley and Lenox, (2006) Calvert 1995; Winch and Bonke (2002)	Internal and external
Savage et al. (1991)	Claimants and influencers
Clarkson (1995); Carroll and Buchholtz, (2006)	Primary and secondary
Calvert, 1995; Winch and Bonke, (2002	Critical and less critical
Newcombe, (2003),	Inside and outside stakeholders
Smith and Love (2004	Direct and indirect stakeholders
Carroll and Buchholtz (2006)	Social versus non-social, and core, strategic or environmental stakeholders
Smith and Love (2004); Carroll and Buchholtz, (2006)	Contracted and Un-contracted stakeholders
Chinyio and Akintoye (2008).	Supportive, neutral, or anti
Bourne (2009)	Important and Key stakeholder

Source; (IBRAHIM, 2014)

The respondents indicate their stakeholders only as internal and external stakeholders. Also, from the interview as the project manager discuss the organization categorize stakeholders as internal and external as shown on the table 4.6 below.

Table 4.6 Types of stakeholders in the organization

Internal Stakeholders	External Stakeholders/Customers	
Ministry of Public Enterprises	Ministry of Water, Irrigation and Electricity (MoWIE)	Basin Authorities
Board of Management	National Regional States Bureaus, Authorities and Enterprises	Sugar Corporation

Corporate Management	Addis Ababa Water and Sewerage Authority (AAWSA)	Higher Education Institutions
Employees of the Corporation	Ethiopian Construction Corporation	Ethiopian Road Authority (ERA)
Labor Union of the Corporation	Financial Institutions (Banks, Insurances etc.)	Ethiopian Electric Power (EEP)
	Addis Ababa Housing development Project Office	Ministry of Houses and Urban Development
	Industry Park Corporation	Investors
	Metal and Engineering Corporation (METEC)	Ethiopian Revenue and Customs Authority
	Ethiopian Railways Corporation	Ethiopian Air Ports Enterprise
	City/Sub City Administration	Transport Authority
	Ethiopian Revenue and Customs Authority	Other Ministries
	Stakeholders	Contractors and Consultants
	Addis Ababa City Roads Authority	Ministry of Construction
	Suppliers	Beneficiaries
	Non-government organizations	Higher Education Institutions

Table 4.7 Factors that determine stakeholder's status

Factors that determine stakeholder's status	Frequency	Percent	Cumulative percent
Influence over project resources	20	71.4%	71.4%
Stake on project deliverables	4	14.3%	85.7%
Political influence	1	3.5%	89.2%
Information access and control	3	10.8%	100%
Total	28	100%	

Source: computed from own survey data, 2021

Using power interest matrix to categorize stakeholders is a simple and easy way, i.e categorizing the project stakeholders according to their power needs. Some may have the power to block or promote your project. Some may be very interested in what you are doing, while others may not be so anxious. Strong people need satisfaction, but also strong people need to know. Make sure you manage your expectations very closely when a stakeholder holds both.

When dealing with multi-stakeholder projects, it is especially important to determine and understand the stakeholders as having a significant impact on the different characteristics that stakeholder had. This is due to the diverse nature of stakeholders and the fact that their power over project means that in project team members critically understand in factor. to used classifies stakeholders into specific, determined groups. Therefore, stakeholder with attribute classified as in would be classified as Stakeholder group requiring high, medium or low level of attention.

Issues to be addressed about project stakeholders

Table 4.8 Issues about project stakeholders

Approaches preferred by the Respondents	mean	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Addressing stakeholder needs	4.64	74.3%	20%	5.7%	0%	0%
Addressing stakeholder constraints	4.42	54.3%	37.1%	8.6%	0%	0%
Addressing stakeholder interests	4.5	57.1%	34.3%	5.7%	2.9%	0%
Addressing stakeholder commitment	4.35	45.7%	42.9%	8.6%	2.9%	0%

Source: computed from own survey data, 2021

Of the 28 respondents selected, 94.3% strongly agreed or agreed to address the needs of the stakeholders, while the remaining 5.7% were unsure. Of those respondents, 91.4% strongly agreed or agreed to address the needs of stakeholders, 5.7% were non-respondents and the remaining 2.9% disagreed. Similarly, 91.4% and 88.6% of respondents strongly agreed that the limitations and commitment of stakeholders should be considered in order. It shows that there was a strong consensus among the respondents that the average values should be addressed from the needs, restrictions, needs and obligations of all stakeholders.

- In an interview with a local contractor project engineer, stakeholder issues were not properly addressed. Customer needs are addressed at the design stage of the project. Specifies what design is required, the project will proceed after the details and design are approved. If the project is not a residential building or otherwise, the client will not participate strictly in most projects if the contractor supplies the materials. This is often the case in government projects.

- In another interview with the resident engineer (the project manager), the researcher found that one of the company's various construction projects in Addis Ababa was the well-organized and well-established Addis Ababa University Journalism Campus. Because the owner is a government institution known as Addis Ababa University, the client / financier of the project is Addis Ababa University. So, in this particular project they use a well-documented stakeholder management procedure & practice. In this particular case, the issues addressed regarding Stakeholder needs, constraints, interests & commitment involved around the owner. Its built at city center (around piasa). The owner's commitment on the project is up to confirming its approval on the design. But they didn't actively participate once implementation took place. They visit the site occasionally.

4.3.2 Stakeholder Assessment and Analysis

This section evaluates the effectiveness of stakeholder analysis methods and the factors that influence project managers' priorities. After identifying the stakeholders of the project, the next action to take is Activity on Stakeholder Analysis. This is an activity that helps the project team identify potential conflicts that could jeopardize the interests of all stakeholders and the project. Thus, organization can identify significant opportunities and relationships during implementation. Also guide project Team comes appropriate strategies and approaches effective stakeholder Management (Bryson JM, 2003).

Table 4.9. Assessing project stakeholder's information & interests (Source: computed from own survey data, 2021)

Stakeholder analysis approaches	Mean	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Meetings	4.60	65.7%	28.6%	5.7%	0%	0%
Workshops	4.28	37.1%	57.1%	5.7%	0%	0%
Public Consultation	4.07	25.7%	60%	11.4%	2.9%	0%
Focus groups	4.03	31.7%	42.9%	22.9%	2.9%	0%
Interviews	4.03	40%	31.4%	20%	8.6%	0%
Personal past experience	4.17	42.9%	37.1%	17.1%	2.9%	0%
Questionnaires	3.71	22.9%	37.1%	25.7%	14.3%	0%

Formal memos	4	31.4%	45.7%	20%	2.9%	0%
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Respondents use “meetings” as a very “effective” way to assess stakeholder information and needs, and they will closely follow “workshops” and “personal experiences”. Respondents also considered "public consultation" to be the most effective approach. "Regular notes, interviews, focus groups, and questionnaires" are considered appropriate methods because the results of the query show more than 3 (neutral) average values. 60% of respondents strongly agree that the questionnaire is an effective way to identify stakeholders' information and interests, 25.7% are unsure, and the remaining 14.3% disagree. This is the lowest ranking method with an average score of 3.69.

According to the interview conducted with the Resident Engineer at the AAU Project, they mostly use a lot of meetings, Focus Group Discussions (FGD), personal past experiences of similar projects in other countries respectively. They least use interviews and questionnaires.

Factors important for Stakeholder conflicts management

Table 4.10. Project stakeholders attribute

Factors	mean	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Power	3.46	18.0%	30.8%	36.2%	9.1%	5.9%
Legitimacy	4.32	41.9%	52.8%	2.5%	2.9%	0%
Proximity	3.67	8.6%	60%	25.7%	5.7%	0%
Knowledge	4.60	62.9%	31.4%	5.7%	0%	0%
Urgency	3.92	28.6%	45.7%	20%	2.9%	2.9%
Position	4.24	28.6%	40%	17.1%	11.4%	2.9%

Source: computed from own survey data, 2021

The researcher was curious to find out the reasons for the knowledge, legitimacy, urgency, power, approach, and proximity of project managers to resolve disputes between stakeholders. : Searching Knowledge and legitimacy are needed in the decision-making process. About 48.8% of the respondents strongly agreed or agreed needed power but 36.2% did not, and the remaining 15% strongly disagreed or disagreed on the need for decision-making in resolving conflict.

Based on the results, the stakeholders' knowledge of the project is considered to be the most important manifestation of prioritizing stakeholders. The relevance and urgency of the law are also important factors in determining the validity of the model. Interestingly, even though the average

value is more than 3, the results of the survey are considered a “small” priority for stakeholders. This is in stark contrast to Ohahara (2014) study, which assumes that stakeholder power is the most important feature.

- Interviews with contractors project managers will go to mediators if there is a dispute between stakeholders in construction projects. In their agreement and beyond the arbitration, arbitrators use their power to resolve and resolve their disputes, otherwise they seek legal redress and settle their disputes in court. Contractors often end up arguing with clients and may end up in court.
- In another interview with a PM on the AAU project, stakeholders often call meetings to discuss the issue. However, if the conflict is beyond their control (beyond the limits of the contractor and the consultant), the AAU will deal with it. For example, if the case is at the time of completion (project schedule), an open discussion will take place. There were also cases involving mediators. In this project, the owner (AAU) used force, legitimacy, position and urgency to complete the project in a timely manner. The consultants and contractors used their knowledge.

4.3.3 Stakeholder Engagement

Respondents’ understanding of the operational definition given for stakeholder engagement is important because it helps to understand how the project team members generally understand the concept.

Types of strategies used in dealing with project stakeholder engagement

Table 4.11. Stakeholder engagement strategy

Types of strategies	mean	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Compromise	4.21	31.4%	62.9%	2.9%	2.9%	0%
Concession	3.85	17.1%	60%	11.4%	11.4%	0%
Defense	3.17	2.9%	34.3%	42.9%	20%	0%
Holding	3.35	2.9%	45.7%	25.7%	20%	5.7%

Source: computed from own survey data, 2021

The responses to this question about strategies for dealing with project stakeholder showed a strong preference among project managers towards cooperation, rather than confrontation, with stakeholders. The mean value of the compromise strategy is greater than the mean values of the

other three strategies. There was mixed attitudes towards adopting a concession strategy, 77.10% Strongly Agree or Agree The Strategy is Best and 11.40% of respondents are unsure about the strategy and the remaining 11.40% do not use it. However, most respondents disagree or disagree with the use of defense (20%) or strategies (25.7%). 42.9% of respondents were unsure whether to use a defensive strategy. These results suggest that project managers should be proactive in direct contact with stakeholders to resolve their issues. According to the theoretical review in chapter 2, stakeholder management model highlighted the need to empower stakeholders in the project decision-making process. Moreover, there are strong positive correlations between levels of stakeholder engagement and stakeholder psychological empowerment and the achievement of project success criteria. These findings suggest that project managers should develop strategies that encourage stakeholder involvement and empowerment.

- Response to the survey indicates that project managers in the Ethiopian construction industry have made significant choices for the agreement strategy, which emphasizes collaboration between the negotiating team and stakeholders. With this in mind, respondents generally oppose defensive or strategic management.
- Conversely, in an interview with the contractor's project manager, the project manager may use defenses, concessions, or guilt as needed. They usually benefit by agreement or discount. In the same interview with the consulting resident engineer at the AAU project, all three strategies were encountered. There was a detailed description and design, so the project was implemented and implemented accordingly. There were also issues that needed to be changed, so there was negotiation with customers to improve the designs. And there were individuals who wanted to do the least desired and improve the details to their comfort.

Methods to effectively engage project stakeholders

Table 4.12. Stakeholder engagement methods

Methods to engage Stakeholders	Strongly agree or agree	Uncertain	Disagree or strongly disagree
Meetings	90%	10%	0%
Workshops	85.6%	11.5%	2.9%
Public Engagement	73.4%	26.6%	0%
Negotiations	85.7%	14.3%	0%
Site tour	89.6%	10.4%	0%
Phone	78.3%	19.3%	2.4%
Questionnaires	68.5%	20.1%	11.4%
Media	48.5%	31.5%	20.0%
Interview	71.5%	25.6%	2.9%
Social interaction	91.40%	8.6 %	0%
Email	54.3%	25.4%	20.3%

Source: computed from own survey data, 2021

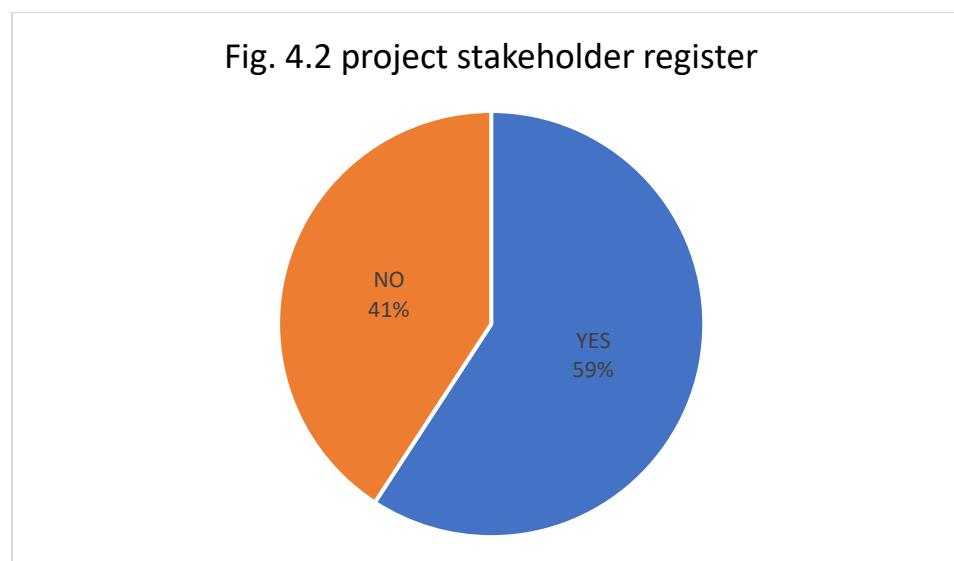
Table 4.12 above clearly shows the tabulation of the reactions of the respondents to the statement that says which of the following methods listed are effective in your projects to effectively engage stakeholders out of which 91.4% of the respondents strongly agreed or agreed “social Interaction” as an effective method. 8.6% were the only ones who were uncertain about social interactions and none disagreed. 88.6% of the respondents strongly agreed or agreed that “site tour”, “negotiation” and “meeting” is effective method and 8.6%, 11.4% & 5.7% of them were uncertain about site tour, negotiation & meetings respectively. 1 respondent disagreed that site tour is the best method. The most disagreed method by respondents was stakeholder engagement through “Email” which was 22.9% followed by “Media” (20%). Some respondents didn’t think “Questionnaires (11.4%)” and “Phone calls (11.4%)” were effective methods either. Of the eleven stakeholder engagement methods included in the questionnaire, respondents categorized social media as the most effective method, followed by site visits, negotiations, and meetings. Workshops, public participation, and interviews were also considered highly effective presentations by respondents. Email and media were low-level stakeholder engagement methods. Both of these methods have attracted a large number of independent responses, which may indicate that many project managers are still undecided about their effectiveness. Respondents were asked to tick on any of the checkbox they think they are

using to stakeholder engagement, based on their response meetings, workshop, negotiation, site tour and social interaction are the combinations that is used by most of the project team members.

4.4 Project Stakeholder Register

A stakeholder register is a project document that has information about the project stakeholders. It identifies the people, groups, and organizations that have any interest in the work and the outcome. This section is included to estimate the proportion of the project managers who will be overseeing the project Stakeholders register on their projects and evaluate the type of stakeholder information Must register.

Project stakeholder register documentation



When the results of this study were recorded, 59% of the respondents registered the stakeholders in the project stakeholder register. The remaining 41% of project managers who responded to the survey did not use stakeholder registration during their projects.

- On the contrary, in an interview with the construction office project manager, he said it is not uncommon to write a well-written document in the construction industry in Ethiopia. In many construction projects, there is no formal documentation and procedure. Many construction companies do not have a structured system for stakeholder management. In particular, contractors think it is a waste of time to develop strategies and strategies for stakeholder management processes. Most project managers in the construction sector prefer to finish their projects manually and move on to the next project, so they prefer to use shortcuts (small paperwork, small procedures, etc.), so they do not want to take time.

To use stakeholder management or similar practices, procedures and procedures. Although there were documents on the record, he did not practice and did not bring Down on the ground.

Table 4.13 Stakeholder information and documentation

Stakeholder register contents	Mean	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Stakeholder identification information	4.54	62.9%	31.3%	2.9%	2.9%	0%
Stakeholder requirement of the project	4.54	57.1%	40%	2.9%	0%	0%
Stakeholder classification: internal/external	4.10	34.3%	45.7%	20%	0%	0%
Stakeholder expectation of the project	4.21	31.4%	57.1%	11.4%	0%	0%
Stakeholder potential influence in the project	4.10	31.4%	54.3%	8.6%	5.7%	0%
Stakeholder position	4.03	31.4%	45.7%	20%	2.9%	0%

Finally, respondents were asked to rate the content of their choice to see which content should be included in the stakeholder registration, and 97.1% and 94.3% of the respondents strongly agreed to include the project's stakeholder request and stakeholder ID. There was only 1 uncertain respondent to include the SH ID. 77.1% Stakeholders' position agreed to include 20% of the minimum agreed Stakeholder Content, while they were unsure and 2.9% did not agree to include this content in the record.

Respondents have made the project's stakeholder criteria the most important information to be included in the project's stakeholder registration. Stakeholders (94.3%), stockholder expectation on the project (88.5%) and Stakeholder Assignment (80%) also strongly understood the need to register in the register. To a lesser extent, most respondents look at the impact of stakeholders and the information relevant to the inclusion of project stakeholders.

- According to the survey results, more than half (57.14%) of project managers are registered with project stakeholders. In light of the information to be included in the register, it was agreed that all stakeholders' stakeholder requirements should be included in the project

stakeholder register. Stakeholders' identification information, SH hopes, and stakeholder placement were also highly agreed upon by project managers to be included in SH registration.

- From the interview with the resident engineer who was working at the addis ababa university journalism campus project, They had a stakeholder register including internal and external stakeholders of the project, the expectations of the owner and their requirement of the project, etc....After the owners(AAU) notify their expectations and requirements during the initial design phase they don't get deeply involved with the project implementation stage.

4.5 Stakeholder Management & Project Success

The purpose of this question is to evaluate stakeholder management in terms of project success from the point of view of project managers, project team members and coordinators.

Effective stakeholder management in the achievement of project success criteria

Table 4.14. Stakeholder management and project Success

Success Criteria	Mean	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Long term stakeholder satisfaction	4.60	65.7%	31.4%	2.9%	0%	0%
Maintaining good relationship among stakeholders	4.50	65.7%	25.7%	5.7%	2.9%	0%
Avoiding delays in schedule	4.42	57.1%	34.3%	5.7%	2.9%	0%
Effective communication among stakeholders	4.57	60%	37.1%	2.9%	0%	0%
Avoiding cost overruns	4.10	34.3%	54.3%	5.7%	5.7%	0%
Meeting quality requirements	4.50	60%	34.3%	5.7%	0%	0%
Meeting environmental sustainability requirements	4.17	28.6%	60%	11.4%	0%	0%
Meeting health and safety requirements	4.07	20%	65.7%	14.3%	0%	0%

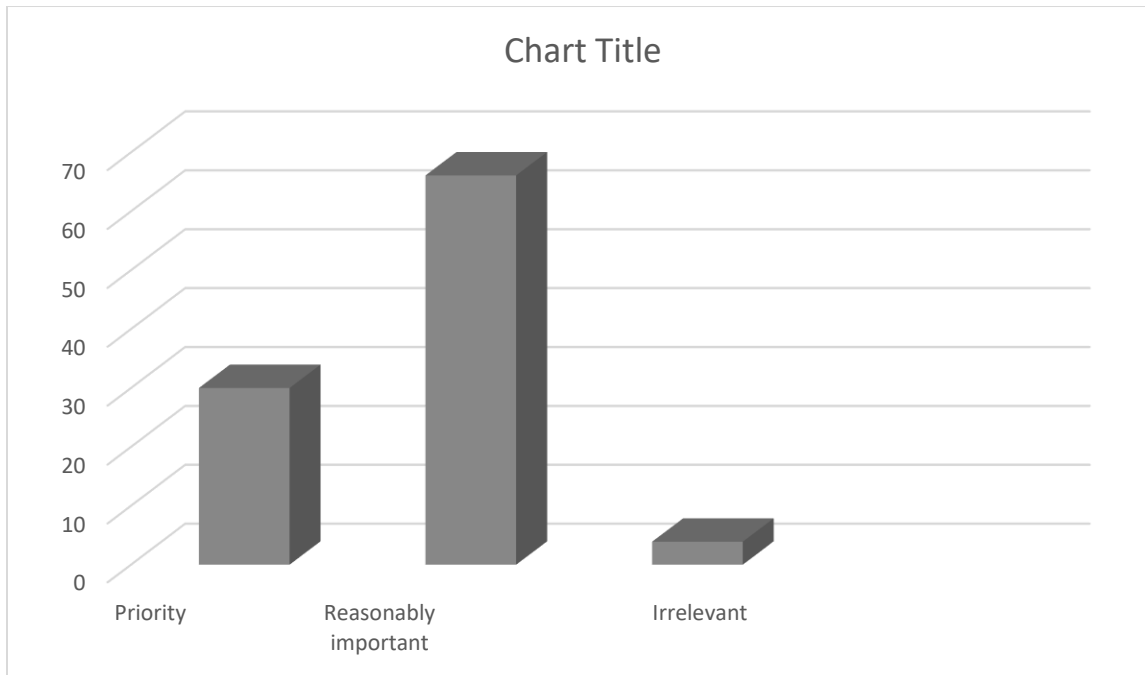
Source: computed from own survey data, 2021

An important question was raised about stakeholder management and the success criteria preferred by the respondents and the respondents reacted in such a way as it can be seen in table 4.14 above where 97.10% strongly agreed or agreed with “Long-term stakeholder satisfaction and Effective communication among stakeholders” and equal amount of respondents (2.9% each) were uncertain about the effectiveness of the success criteria’s. 94.3% of the respondents strongly agreed or agreed that “Meeting quality Requirements” is a success criteria they preferred most. 5.7% & 2.9% of the respondents disagreed that Avoiding cost overruns and Avoiding delays in schedule are success criteria’s they preferred. The results to the survey show that all respondents strongly agree or agree that effective stakeholder management is a critical factor in the achievement of long-term stakeholder satisfaction. Mean values for avoiding delays in schedule, maintaining good relationships, meeting quality requirements and effective communication among stakeholders ranged from 4.46 to 4.54, which indicates these project success criteria are also strongly linked to the stakeholder management processes. Although ranked lower by the respondents, stakeholder management is still considered to have an important role in helping projects meet environmental sustainability and health and safety requirements.

- In the theoretical evaluation, stakeholder management has a significant impact on the success of a project. In particular, construction project studies have focused on the key role of stakeholder management in realizing project success criteria.
- The survey results show that many respondents strongly agree that effective stakeholder management is critical to both critical (cost, timeline, quality) and soft (e.g. long-term stakeholder satisfaction, effective communication between stakeholders) Project success criteria.
- According to the interview, stakeholder management is critical to the success of the project, especially in the AAU project. The AAU, they rated and evaluated stakeholders based on criteria that are developed by their professionals. This helps the client organization to evaluate performance and evaluate stakeholders for future work. On the same note, an interview with the contractor's project manager confirmed that effective stakeholder management certainly plays a key role in the project's success.
- From the conducted interview with project managers, they believe that stakeholder management has vital role on the success of project.

- **Importance of project stakeholder management to the performance of projects**

Fig. 4.3. Importance of project stakeholder management



Source: computed from own survey data, 2021

As shown in fig. 4.3 above, 97.14% of participants agreed on the need for stakeholder management to enhance the success of project implementation. Also, the most important thing is the organizations that do the past. According to interviews with project coordinators, these are the most important sources of funding for these organizations. Once the funds required to carry out the project have been verified; All other stakeholders are more likely to cooperate with the executive, regardless of their management.

4.6 Stakeholder management maturity level of the sector

From the perspective of the five levels of stakeholder management maturity, level 2 or the procedural level is similar to the departmental stakeholder management maturity. It can be seen that:

- 21 (60%) Respondents agree that the industry has standardized benefits Stakeholder management process
- Previous respondents also agree that the process has centralized support
- 8 (38%) From 21 (60%) Agree Process Implemented Organization Broad and are used outside of projects, plans and portfolios

Organizational level or organizational readiness level 2 indicates that stakeholder management has been introduced as part of the unified process implementation. Sometimes the stakeholder circle method is used in all five stages, but it is fragmented and simple. Stakeholder circle one aims to improve the profitability of business units, organization activities, or project stakeholder community management. This is a proven method, supported by powerful and easy-to-use tools. The method is based on the concept that any activity can only be carried out with the consent of the relevant community, and managing the relationship between the community and its actions increases the chances of success. The exchange community is composed of individuals and groups with different abilities, and each individual and group have a positive or negative influence on the result of the action. The team should raise awareness of the community and appreciate the appropriate level of participation. This information will help determine the appropriate level and content of relationships needed to influence the ideas, expectations, and actions of stakeholders. The relationship management with stakeholders is complicated and cannot simplify the formula from to : per person is unique and relationship between uniqueness reflects complexity (Bourne 2008).

Institutionalization of stakeholder management

There is a separate functional section for managing relationships within the organization, clearly indicating information and contacts for certain items only. Respondents stated that approximately 70% of projects have been allocated to stakeholder management units. 84% of these projects have stakeholder plans. For projects that have no part of their own, respondents also submit the remaining 30% to stakeholder management. Managers and team members. Respondents also stated that they do not plan to assign stakeholder management units to the remaining projects.

Project managers habit of keeping a stakeholder register

The stakeholder record is - in the project file of the 33 project file in the project management knowledge system listed. Your key stakeholders are logged during the process designated and will be updated throughout the project. The majority of respondents (60%) have experience with stakeholder registration, and this number is a good indicator of stakeholder management practices.

4.6. Challenges or barriers to effective stakeholder management

Project managers' PM knowledge on SM

20 (57.1%) Respondents attributed the lack of knowledge of project managers to CBF's effective SM. Respondents agreed that unless the project manager understands, implements, and is willing to accept, the SM experience cannot be developed. Lack of knowledge without training and education often leads to delays in stakeholder processes and project planning, controversial results, and continues to be an obstacle.

Procurement method

32 (91.4%) Respondents agree that the procurement method is CBF. A good example is traditional. The procurement process will be easier when designing and managing projects without external participation. Identify all stakeholders, agree on funding, resolve all needs, and agree on the project plan. traditional method to project development resulted in different stakeholders involved stages, so management is difficult. Working together improves project communication. Regarding the change of scope in the later stage of the contracting method , the identification of the stakeholders and the have more than interested parties and the first cooperation does not lead to an effective stakeholder management. The new process and stakeholder management for each project requires a plan. Some project managers never want to work with their stakeholders, but they have no choice but to get together on a project. Although the procurement process describes project responsibilities and communication channels, some stakeholders may not be identified at the initial stage.

Political influence

23 (65.7%) Respondents believe that political influence is a major obstacle for CBF. Public infrastructure projects are a measure of political success, so the main stakeholders in many projects, rather than politicians, are public officials. The most difficult actors are the politicians involved in the project, whose interests can be satisfied at all costs. If there is a vague and unintended interest in the project, there will also be some frequent authorization changes. Political stakeholders can increase their support by providing false information to others based on project decisions and the needs of other stakeholders.

Project set targets of cost, scope and quality changes, project delays

All interviewees revealed that all projects are affected by price increases, changes in scope and quality. Stakeholder management can increase the cycle of change from leads to end users and customer representatives by changing the objectives of this set. For some projects, consultants can be replaced after a long delay. Stakeholder changes capture changes in interests, roles, and attitudes in the project. Project delays have always been related to change and have always been the main challenge for stakeholder management. In particular, he represents a wide range of community stakeholders and client organizations. Stakeholders always have different interests and influences on project results. Differences and major changes will lead to misunderstandings and misunderstandings as project costs increase. This requires a new method of stakeholder management.

Stakeholder Management (SM) process

Approximately 60% of respondents agreed that stakeholder engagement, analysis, and monitoring processes were effective to stakeholder management challenges. If the planning and development of the entire project is done properly, the stakeholder management process is smooth, (Eyiah Botwe ,2016)

Table 4.15; challenges to effective stakeholder management

	challenges or barriers	Frequency	Percentage
	<i>Project planning and development</i>		
1	Project managers unfamiliarity with stakeholder management process	16	57.1
2	Project planning and control(e.g late involvement of a sponsor)	19	68.6
3	Procurement approach	25	91.4
4	Political influence	18	65.7
	<i>Project set targets</i>		
5	Project cost increase	28	100
6	Project scope change and quality	23	82.9
7	Project delays	28	100
	<i>Stakeholder management process</i>		
8	Stakeholder identification	6	22.9
9	Stakeholder engagement	17	60
10	Stakeholder analysis and monitoring	15	54.3

As can be seen in table 4.15 and from interviews conducted with project managers, there are various challenges that respondents face at in managing their stakeholders. Among them, all

relevant stakeholders were not identified properly, lack of commitment, lack of professionalism of project managers, lack of training and lack of implementation.

Wheeler & Sillanpää (1998: p205) found that leadership, management, mission and key principles need to be mentally integrated to embrace stakeholders, even in some areas where significant disruptions occur and are consistent with credibility. Also, all organizations require a clear long-term vision to set short-term goals and to secure the promises of stakeholders that need to be achieved. According to Bourne & Walker (2005: p657), communication with project managers is not only important, but also a priority for project goals and visions, due to close and supportive relationships with "tamed" stakeholders. It is important to establish relationships with stakeholders who can be hostile to the rankings. Maintenance of the form of an "active communication" system with the appropriate stakeholders also provides an "early warning system" (Briner et al, 1996).

Any tools in management would have to face the same problem in its implementation especially a negative perception. In construction, for example, negative perception by stakeholders can severely obstruct the project while inadequate management of the concerns of stakeholders often leads to conflicts and controversies about the implementation of the particular project (Olander & Landin, 2005:p321). Inadequate management may also reflect to the failure to identify stakeholder and missing requirements (Nilson & Fagerström, 2006:p169).

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter will summarize the research finding, conclusions of the findings and finally it will recommend some points.

5.2 Summary of findings

As a result of having gone through the analysis and interpretation of the data obtained from the structured questionnaire and document reviewed from brochures of the company and some forms that are prepared by the organization, the following are the summary of the findings.

- The stakeholder management practice of the sector as perceived by project managers and documents show that 42.86% of the participants use established Stakeholder management procedure in formal ways at organizational level. The other half either use no established procedure at all, practicing Stakeholder management (SHM) in an unorganized and random protocol, or use established system intuitively (in mind) based on individual's own determination.
- From the analysis the researcher identified that Stakeholder leadership maturity level is level 2 (Procedural). This level is defined by the measurement of some individuals with formal knowledge of the importance of Stakeholder management, the use of tools and processes, and the internal focus on the "project benefits" of these activities. Standard processes are not widely accepted or used. An organization's focus is on "developing" standard tools and practices. Certain centralized support is available through guidelines, provider support methods, or local "experts". The practice is not implemented in the entire organization even if there are indications that there is a standardized stakeholder management process for the implementation of stakeholder management practices are prepared. The institutionalization of the Stakeholder management system indicates that in some projects there is a section dedicated to the Stakeholder management process, but still the broadest implementation of the organization is very limited.
- According to the findings about Stakeholder Identification, client organizations are rated the most important stakeholders by the respondents followed by contractors, consultants, government and suppliers respectively. The least rated stakeholders were competitors and the media. The media might not have an outright stake in construction

projects but can significantly influence legitimate stakeholders. The finding on methods for identifying project stakeholders shows personal past experience, guidelines in the organization and stakeholder forums were rated the most effective methods. There was strong agreement amongst respondents that stakeholder's need, interests, constraints & commitment should all be addressed. This is especially implemented in practice, if an international company is involved in the construction project.

- Based on the findings the responsibility of the stakeholders mentioned by the respondent are; Supervision and consultation, project funding, local community involvement, policy and information support, legalization of projects, implementation of project planning, project planning activities, information, quality control support, professional support, financial services, technical services, etc.
- Based on the analysis the project managers are not well-trained regarding project professional stakeholder management concept. They haven't not specialized in project management. From the interview that the researcher conducts with one of the project managers, they assigned one of the engineers as project management without giving him training or asking him project management professionalism.
- The study discovered that the challenges of effective stakeholder management in the sector are lack of knowledge of project managers with stakeholder management process, project planning and control, procurement approach political influence, project cost increase, project scope change and quality project delays and stakeholder management process.

5.3. Conclusions

This study provided a comprehensive assessment of stakeholder management practices in ECDSWCo Building and Urban Design and Supervision Sector Project Program. The researcher believes that this research has could create awareness about this important issue. In addition, the findings of this study can serve as a useful guide for stakeholder management on the quality of stakeholder management in construction projects as well as at the organizational level. The study provides the stakeholder management challenges on the organization. The key stakeholders of the sector are client, consultant, contractor, government authorities and suppliers and this implies the sector focuses on managing internal stakeholders, those who have a contractual relationship with the sector.

- The general profile of the respondents was analyzed, and respondents were mostly male, most in terms of age group of respondents were in the range of 30-50 , and the status of education that worked in Project . In relation to experience, the majority of respondents have MA / Msc, each with 6-10 years of experience.
- Managing stakeholders in the sector or preparing effective stakeholders in that sector is part of a consistent process. Despite awareness of the importance of stakeholder management, this study shows that there is little opportunity to approve stakeholder management guidelines. Project managers, political influence, procurement processes, project setting goals and knowledge of stakeholder management processes are important and challenging for effective stakeholder management.
- Typical stakeholder engagement strategies include retention, protection, agreement, and discount. Analysts from the study found that respondents made strong choices for the agreement strategy, which highlighted the cooperative relationship between them.
- The results of the project's stakeholder identification method reflect the individual's past experience and have very effectively developed a stakeholder forum with guidelines within the organization. Resolving the needs, interests, restrictions, and dedication of all stakeholders was their strong agreement. This is especially the participation of international companies in construction projects.
- Stakeholder concerns mentioned in the analysis include: Efficient use of funds to achieve the goals of development improvement projects in all areas achieve project supply of

efficient use of funds Support project ideas, increase profits, the main role of stakeholders is to monitor funds and consulting.

- As a challenge the from the data analysis the researcher found that there is lack of professionalism and trainings
- Another challenge faces on the company are lack of formality. Not of the practices are informal and not documented
- As a challenge the analysis shows that there is problem on the implementation, sometime even if they got the guideline, they didn't implement it properly because there is no responsible department or bodies for the project management.

5.4. Recommendation

Based on the research finding and conclusions made the following recommendation were made;

- Stakeholder analysis is one of the very important in the management activities of stakeholders. As a result, organizations should promote a variety of training to improve the understanding and engagement of Project team members in stakeholder management activities. Stakeholder Analysis also is executed Project Lifetime. Therefore, it is possible to incorporate Stakeholder Relocation which may occur in later stages of the Project Stakeholder Management Plan for better strategic action than.
- The organization should use Participatory planning with the full participation of all key actors, especially government officials and donors, effective management of stakeholders and standardized expectations.
- Priority for project design should be given to stakeholders and management, and project designers must ensure this budget is provided. Because without stakeholder management the success of project is hard to achieve since stakeholders are basic in project.
- The organization should initially identify stakeholders and prepare a list of stakeholders for the project and update the list as project documents are further improved.
- In order to get the most out of these stakeholders, all concerned stakeholders should always be identified from the start of the project. The key stakeholders of the project, such as clients, consultants, contractors, finance, etc., should be involved from the initial phase of the project to the planning phase. It is important for long-term stakeholder satisfaction and

good relations to be maintained by registering the owner's or client's needs, interests, needs and limitations from the conceptual level of the project to the level of implementation.

- Project work requires teamwork. Communication can be one of the most important factors for success, as it is important to build strong partnerships through teamwork, ongoing participation and information sharing, as well as stakeholder planning. Therefore, there should be always a well-designed and appropriate communication plan for this strong need. In addition, project managers should develop well-structured stakeholder management procedure as much as possible.
- Each Stakeholder management procedures must be properly implemented to manage project stakeholders.
- By identifying and explaining the objectives of the project and its benefits, project managers need to create a sense of ownership among stakeholders.
- An important success factor for the project is to communicate and participate with stakeholders to properly identify the stakeholders of the project and to maintain and promote good relationships. As a result, all activities that affect this element should be avoided or handled with caution.
- The organization should pay appropriate attention to both internal and external stakeholders in order to get successful outcome. And it should manage these stakeholders through appropriate stakeholder management processes.
- The corporation needs a separate unit responsible for the overall project management. So in this case there will be responsible body for stakeholders so it will coordinate the procedures in managing stakeholder and prepare ongoing training for the project team.
- It should ensure a better understanding of the general goals and objectives of the project among all stakeholders and ensure strong communication with all stakeholders from the initiation to the end of the project.

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APPENDIX 1; QUESTIONNAIRE

Addis Ababa University

College of Business and Economics

School of Commerce

Master of Project Management Program

Dear Respected project managers and team members:

My name is Genet Girma. I am currently doing my MA Degree in Project Management at Addis Ababa University School of Commerce. I have finished my course work and now I am doing my MA Project work entitled: Assessment of Practices and Challenges of Project Stakeholder Management the case of Ethiopian construction design and supervision Works Corporation, building and urban design and supervision works sector. The information is going to be used as a primary data for this research believing that your genuine responses will contribute vastly to the quality of the findings of this study. The researcher would like to ask you to kindly complete this questionnaire, as truthfully as possible as the responses you provide will be kept confidential and will be used only for the study under consideration.

I believe that your work experience will greatly contribute to the success of my project work. So it's with great respect that I ask you to fill this questionnaire. I will be happy to share the findings of this research when it's completed.

If you have any questions or comments, please don't hesitate to contact me.

You can reach me at;

Mobile: +251-921385932

E-mail: genetgirma2@gmail.com

With best Regards,

Genet Girma

DIRECTION

- No need of writing your name;
- Put “X” mark or circle your choice;
- If you cannot get any satisfying choice among the given alternatives, you can write your answer, in the space provided for the option;
- For the open-ended items, give brief answer in the space provided.

Part I: General profile of the respondents

1. Sex: 1. Male ☐ 2. Female ☐

2. Age:

1. Below 30 ☐ 2. 31-40 ☐ 3. 41-50 ☐ 4. Above ☐

3. Educational Level:

1. PHD ☐ 2. MA/MSc ☐ 3. BA/BSc ☐ 4. Diploma ☐ 5. High School ☐
completed

if other, please specify _____

4. Position in the organization:

1. Project Coordinator ☐ 2. Project manager ☐
3. Project Member ☐ 4. Project support ☐

If other, please specify _____

5. Years of Experience:

1. 3-5 years ☐ 2. 5-10 years ☐ 3. 11-15 years ☐ 4. More 15 years ☐

6. Have you ever had project management training or education?

1. Yes ☐ 2. No ☐

7. If your answer for Question number (6) is yes, what is the duration of the training or education (in years)? _____

PART II: Stakeholder Identification, Classification and Relevance

1. To what extent do you think the following people or organizations are stakeholders of the project? Please tick the corresponding box (you can tick $\checkmark$ or x) to express your opinion.

Individuals/ organizations	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Client					
Consultant					
Contractor					
Donor					
INGO / NGO					
Governmental Authorities					
Beneficiary / end user					
General public					
Suppliers					
Landowner/ neighbor					
Suppliers					
Others					

2. What are the interests and corresponding roles / contributions of these stakeholders in typical projects in your organization? How important are these contributions to the success of your project? Complete the following table in the order listed.

Stakeholder group	Stake(s)-needs interests/demands	Role or Contribution to project success
Client		
Consultant		
Contractor		
Donor		
INGO / NGO		
Governmental Authorities		
Beneficiary / end user		
General public		
Suppliers		
Landowner / neighbor		
Others		

3. To what extent do you think the following methods are effective in identifying project stakeholders?

Stakeholder identification approaches	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Personal past experience					
Asking other stakeholders					
Public engagement method					
Directed by higher authorities					
Guidelines in the organization					
Professional services					
Social contacts					
Project team brainstorming					
Stakeholder forums					

4. How many categories do you classify stakeholders? Name them

.....

5. Outside of these categories, who are the key stakeholders? Named Category

.....

6. What determines their status as key?

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

7. To what extent do you think the following issues related to project stakeholders should be addressed?

Issues	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Addressing stakeholder needs					
Addressing stakeholder constraints					
Addressing stakeholder interests					
Addressing stakeholder commitment					

PART III: Stakeholder Assessment and Analysis

1. To what extent do you think the following methods can effectively analyze the information and interests of project stakeholders?

Stakeholder analysis approaches	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Meetings					
Workshops					
Public Consultation					
Focus groups					
Interviews					
Personal past experience					
Questionnaires					
Formal memos					

2. When there are conflicts between stakeholders, to what extent do you think the following factors are important to your decision?

Factors	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Power					
Legitimacy					
Proximity					
Knowledge					
Urgency					
Position					

PART IV: Stakeholder Engagement

1. To what extent do you think the following types of strategies should be used to deal with project stakeholders?

Types of strategies	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Compromise					
Concession					
Defense					
Holding					

2. In your opinion, to what extent do the following methods effectively attract project stakeholders?

Methods to engage Stakeholders	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Meetings					
Workshops					
Public Engagement					
Negotiations					
Site tour					
Phone					
Questionnaires					
Media					
Interview					
Social interaction					

PART V. Stakeholder Management & Project Success

3. To what extent do you think effective stakeholder management is a key factor for your next success?

Success Criteria	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Long term stakeholder satisfaction					
Maintaining good relationship among stakeholders					
Avoiding delays in schedule					
Effective communication among stakeholders					
Avoiding cost overruns					
Meeting quality requirements					
Meeting environmental sustainability requirements					
Meeting health and safety requirements					

PART VII: Project Stakeholder Register

1. Is the stakeholder recorded in the project stakeholder registry??

YES ☐

NO ☐

3. To what extent do you think the following information about project stakeholders should be included in the project stakeholder register?

Stakeholder register contents	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Stakeholder identification information					
Stakeholder requirement of the project					
Stakeholder classification: internal/external					
Stakeholder expectation of the project					
Stakeholder potential influence in the project					
Stakeholder position					

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

Prefeasibility stage ☐ Initiation stage ☐ Others ☐
 Implementation stage ☐ Throughout project life ☐

4. How important is project stakeholder management to the performance of your project?

Priority ☐ Reasonably important ☐ Irrelevant ☐

PART VIII: Stakeholder Management, Its Practice and Challenges;

1. Is there a standardized stakeholder management process?

A. Yes ☐ B. No ☐

2. If yes for Q1 , is there a centralized support for the stakeholder management process?

A. Yes ☐ B. No ☐

3. If yes for Q1 , is there Organization-wide implementation of stakeholder management process?

A. Yes ☐ B. No ☐

4. If yes for Q1, is there an application of the process beyond projects, programs and portfolios

A. Yes ☐ B. No ☐

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

A. Yes ☐ B. No ☐

6. If yes, what specific functions does it perform? Name them.....
.....

7. If yes, is there a stakeholder management plan?

A. Yes ☐ B. No ☐

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

A.CEO	☐	C. Project Manager	☐
B. Program Manager	☐	D. All team members	☐

9. If no, are you considering having one?

A. Yes ☐ B. No ☐

10. If you are a project manager in your organization, do you have a habit of keeping a register of stakeholders?

Yes ☐ B. No ☐

11. Based on your experience, what are the challenges or obstacles to effectively managing stakeholders in a construction project?

	challenges or barriers	Is this a challenge or an obstacle to stakeholder management Effectiveness, say yes or no
	<i>Project planning and development</i>	
1	Project managers lack of knowledge with stakeholder management procedures	
2	Project planning and control (e.g late participation of a sponsor)	
3	Procurement approach	
4	Political influence	
	<i>Project set targets</i>	
5	Project cost increase	
6	Project scope change and quality	
7	Project delays	
	<i>Stakeholder management process</i>	
8	Stakeholder identification	
9	Stakeholder engagement	
10	Stakeholder analysis and monitoring	

THANK YOU VERY MUCH!!!

Appendix 2: Interview Questions:

1. What are the organization's stakeholder management practices like?
2. Is there a separate unit to handle the task of managing stakeholders? If so, what is the structure of ? Are there enough people to perform the task? If not, what is the reason?
3. What are the tools and techniques used to manage project stakeholders?
How effective are they?
4. What are the main challenges you encountered in the stakeholder management process?
What do you call them? How can the organization learn new lessons for the future use of?
5. What factors do you think are critical to the successful implementation of the stakeholder management practices?
6. How would you evaluate your organization's stakeholder management practices?

THANK YOU VERY MUCH!!!