



**“ASSESSMENT OF STAKEHOLDERS MANAGEMENT PRACTICES WITH A
SPECIAL FOCUS ON SELECTED JOINT PROJECTS IN ETHIOPIA”**

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Masters of Arts Degree in Project Management*

Advisor: Solomon M. (PhD)

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ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

This is to certify that the project work entitled “*ASSESSMENT OF STAKEHOLDERS MANAGEMENT PRACTICES WITH A SPECIAL FOCUS ON SELECTED JOINT PROJECTS IN ETHIOPIA*” and submitted to Addis Ababa University School of Commerce in partial fulfilment of the requirements for the award of Masters of Arts Degree in Project Management compiles with the regulations of the university and meets the accepted standards with respect to originality and quality.

Yehualashet Getahun

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DECLARATION

I, Yehualashet Getahun Ayele, hereby declare that the research project work entitled ***“ASSESSMENT OF STAKEHOLDERS MANAGEMENT PRACTICES WITH A SPECIAL FOCUS ON SELECTED JOINT PROJECTS IN ETHIOPIA”*** which is submitted for the first time to Addis Ababa University School of Commerce in partial fulfilment of the requirements for the award of Masters of Arts degree in Project Management is original work of my own. The information presented in this project work is true and purely/originally mine. All materials and sources used in this project work have been acknowledged; and the work contains no previous published work by any person or institution, and had not been submitted to any educational institution for the requirement of any educational qualification at this university or at any other university and in any project by any means.

Yehualashet Getahun Ayele

Date

CERTIFICATION

This is to certify that this project work, “*ASSESSMENT OF STAKEHOLDERS MANAGEMENT PRACTICES WITH A SPECIAL FOCUS ON SELECTED JOINT PROJECTS IN ETHIOPIA*” which is undertaken by Yehualashet Getahun in partial fulfilment of the award of Master’s degree in Project Management at Addis Ababa University School of Commerce, is an original work of his own and not submitted earlier for any degree either at this University or at any other University.

Solomon M. (PhD)

Date

Project Work Advisor

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- Nothing in life is ever successful without the joint efforts of many able people who are willing to network and submit their talent, experience, and passion for a common goal. In view of that; the ideas, insights, and results of this research project should not be attributed to my personal efforts alone. Rather, to a large extent, this project is the result of many contributions made by several people in several ways. I am always reminded that I am the sum total of all the people I have known, met, and learned from. Hence, with this in mind, I would like to extend my deepest gratitude to my professor **Dr. Solomon Markos** who has contributed countless ideas, thoughts, and perspectives to the production of this research paper during our discussions. Once more, I would like to thank him for his sincere contribution which was far beyond my expectation. **Dear Dr. Solomon my achievements are yours.** Thank you for pursuing me to get this done.

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LIST OF ACRONYMS AND ABBREVIATIONS:

FDRE: Federal Democratic Republic of Ethiopia

MfM: Menschen für Menschen

NGOs: Non – Government Organizations

PLC: Project Life-Cycle

PM: Project Manager

PMs: Project Management

PSHs: Project Stakeholders

PSM: Project Stakeholder Management

WVE: World Vision, Ethiopia

ABSTRACT (EXECUTIVE SUMMARY)

The purpose /objective of this study is to provide stirring theoretical and empirical insights into joint project stakeholder related phenomena through the study of how stakeholders attempt to influence joint projects and how a joint project management tries to manage these influences in joint multi-firm projects. Accordingly, the focus of this study is the evaluation of the stakeholder management protocol of joint projects performed by selected non-governmental organizations (NGOs) that are recently functioning in Ethiopia. For the reason that the overriding purpose of the study is to investigate the stakeholder management experience of the designated institutions as practiced in the selected projects, this study has made use of descriptive method of research design. In the meanwhile, mixed research approach has been adopted to carry out the study. Moreover, because it was possible to obtain the information the researcher needed from all stakeholders of the designated institutions simultaneously, the time dimension of the study is cross-sectional. The target population of this study is the entire project personnel, the relevant government officials, and project beneficiaries of the chosen projects, out of which 15% is taken as a representative sample. Because the appraisal principally targeted on those individuals who had experiences with project stakeholder management, a non-probability judgment sampling technique was adopted. The findings of this project highlight the importance of stakeholder management in joint projects. Through the application of the ideas of stakeholder theory, the results of this project provided new theoretical and empirical understanding of how joint project stakeholders may influence the project management's decision making during the project lifecycle. These findings also demonstrated how a joint project may analyse its stakeholder environment and respond to stakeholder pressures and unexpected events in the context of joint projects. Ultimately, the new knowledge of joint stakeholders' influence strategies and better understanding of how a joint project can deal with stakeholder influences, supports project managers in the development of effective project stakeholder management approaches.

Keywords: *Project Stakeholders, Project Stakeholders Management, Joint Projects, Project Success*

CHAPTER- ONE

INTRODUCTION

1.1) BACKGROUND OF THE STUDY:

Virtually no project is ever successful without the corporate effort of pertinent stakeholders. This inevitable fact of projects calls for the importance of introducing carefully designed stakeholders' management protocol. This is further boosted by joint projects that cross national boundaries; and play a key role in the creation of wealth and wellbeing around the world. In the light of this, the fate and performance of today's projects are strongly determined by the joint efforts of all stakeholders, perhaps on account of globalization-which has brought the world into a village. To make the matter more appealing, the joint efforts that projects demand are happening at faster and faster rates.

Nowadays joint projects are implemented in institutionally demanding environments and executed by coalitions of stakeholders that have differing interests, objectives and socio-cultural backgrounds. Consequently, these projects are subject to the demands and pressures presented by various stakeholders such as community groups, local residents, landowners, environmentalists, regulatory agencies, and local and national governments. Despite the acknowledged importance of stakeholder management, project research still lacks both theoretical knowledge and empirical evidence concerning various project stakeholder related phenomena.

Although stakeholder management has long been acknowledged as a means of increasing the propensity for successful delivery of joint projects, the full benefits of stakeholder management have yet to be tapped. Previous research efforts indicate lack of comprehensive stakeholder management process since the existing frameworks in project either focused on a particular project life cycle stage or failed to incorporate important considerations such as the impact of procurement routes, internal stakeholder collaboration, responsibility for stakeholder management and project life cycle (Berman et al, 1999; Bryson, 2004; Friedman and Miles, 2006; Shankman, 1999). In brief, these were undermined as applied to joint projects.

This project aims to develop a comprehensive framework for stakeholder management protocol in joint projects in order to enable the industry tap the full benefits of stakeholder management. So as to achieve this aim, previous work on stakeholder management has been reviewed. The current practice of stakeholder management within the Non-Government Organizations (NGOs), the effects of procurement routes and contract forms on stakeholder management process, the relationship among the critical success factors for stakeholder management in joint projects were investigated using an industry survey among professionals practicing within Ethiopia.

1.2) STATEMENT OF THE PROBLEM:

Project stakeholder management has become fundamental in the management of projects in general and joint projects in particular, irrespective of the form and structure of the performing organization. These days, many government and non-government organizations largely depend on joint projects to achieve their strategic objectives. However, the success of these projects, to a large extent, depends on the ability of the organization to make wise use of stakeholders' potentials.

Stakeholder management is crucial to the success of every project in every organization, and engaging the right people at the right time and in the right way is indispensable to its success. "Most projects have more than one stakeholder or stakeholder group, presenting the project management with a major challenge of resolving their often divergent and potentially conflicting requirements" (Maylor, 2010,p.77). Consequently, the managerial challenges in joint projects are not purely technical; these challenges also arguably entail the management of the social, political and cultural aspects in the context of several stakeholders with differing socio-cultural backgrounds, goals and strategies.

Most often, project stakeholders have conflicting interests. Therefore, it's the project management's responsibility to figure out these conflicts and try to resolve them as quickly as possible. It's also the project management's responsibility to manage stakeholder expectations. The management should also be certain to identify and meet with all key stakeholders early in the project to understand all their needs and constraints. However project managers are not inherently powerful or capable of imposing their will directly on the various project stakeholders. Thus, if they are to get their way, they have to exercise influence effectively over project stakeholders. More to the point, project managers have direct control over very few things; therefore their ability to influence others may be very important.

Until today, existing scarce research has primarily focused on the conceptual development of stakeholder management tools and frameworks in order to better manage stakeholders (e.g. McElroy and Mills, 2003; Olander and Landin, 2005; Winch and Bonke, 2002). In these attempts, the ideas and theoretical frameworks of stakeholder theory have only been utilized to a limited extent. Hence, what has been missing from prior literature is empirical research and theorizing on how stakeholders actually try to influence the project and how a project tries to manage these influences. Following Berman et al. (1999) there is very little descriptive theory or research that describes how stakeholders and project organizations actually interact. In addition, the role and impact of different contextual factors on the behaviours of stakeholders and a project have not been widely investigated before. Furthermore, joint project stakeholders and their management have received only scant research attention, since the closed project mind-set that dominated

project research for decades (Engwall, 2003) has apparently directed research to independently performed project's stakeholders that are formal members of the project coalition.

By successfully managing project stakeholders, management will be better able to keep a lid on scope creep, ensure project requirements are aligned, understand tolerance for risk, and mitigate issues that would otherwise delay the project. Good stakeholder management is a testimony to administrative influence in an organization, and a key component to a healthy project environment. It's, therefore, a virtuous idea to practice good stakeholder management and constantly communicate with them in order to collaborate on the project. After all, they have a stake in how it all turns out.

Having the general bird's eye view discussed above concerning the impact of project stakeholders management on project performance, let's now investigate surfaced problems in the context of the specific institutions considered in this study. In these institutions, the most attention worthy problem encountered is project overrun - both cost and schedule. Furthermore, project scope change requirements were submitted to the project team at any stage of the PLC thereby aggravating the matter. The other attention worthy problem experienced is the inability of the institutions to get funds released to perform projects as planned. This was experienced every time finance sources are dissatisfied with the project performing institution for one reason or another. To make the matter even worse, senior managers attitude pertaining to the need to manage these stakeholders was very deprived. At last, absence of support from project sponsors to the project manager in his/her way to execute appropriate stakeholders management protocol is experienced.

To conclude, many international investment and joint projects still have strikingly poor performance records in terms of economy, environment and public support (Flyvbjerg et al., 2003; Grün, 2004; Morris and Hough, 1987). On the contrary, the number and complexity of joint projects have been growing rapidly over the last few decades (Flyvbjerg et al., 2003; Grün, 2004; Miller and Lessard, 2000). Therefore, in order to realise project success, it is important to engage as well as manage stakeholders effectively in the course of carrying out joint projects. The question, however, still remains of how effective stakeholder management can be carried out in joint projects. In view of that, the success or failure of a project is influenced very strongly by the expectations and perceptions of the stakeholders involved on the project, and hence failure to balance or address the concerns of the stakeholders is very likely to result in many projects failing. However, mere involvement of project stakeholders is not a guarantee for achieving a successful project; it also needs to be properly done.

Research Problem: How can joint project's stakeholder management practices be improved to enhance the propensity of achieving successful project execution with long-term partnerships in mind?

1.3) BASIC RESEARCH QUESTIONS:

In order to explore the research problem stated above, this study largely focused on the following six basic research questions:

- RQ₁. Does the project management of the performing institution acknowledge the importance of stakeholder management so as to enhance the propensity of realizing successful joint project execution?
- RQ₂. What is the current practice of stakeholder management in the nominated institutions? (Is stakeholder management done as a personal intuitive initiative or based on a conscious strategy for doing so?)
- RQ₃. What are the effects of employing deprived stakeholder management protocols?
- RQ₄. What are the most imperative success factors for joint projects stakeholder management and how could they be used to improve the stakeholder management practices?
- RQ₅. What are the tools and techniques for stakeholder management in joint projects and to what extent are they used?
- RQ₆. How do contract forms/administrations affect stakeholder management practices of joint projects?

1.4) OBJECTIVES OF THE STUDY:

1.4.1) GENERAL OBJECTIVE

The general objective of this study is to rise our knowledge of project stakeholder behaviour; and develop a comprehensive framework for stakeholder management in the context of joint projects having demanding stakeholder issues (projects with multiple and diverse stakeholders and interests). The purpose is to provide rousing theoretical and empirical insights into project stakeholder related phenomena through the study of how stakeholders attempt to influence joint projects and how a project management tries to manage these influences in joint multi-firm projects.

1.4.2) SPECIFIC OBJECTIVES

The following explicit objectives of this project have been addressed in this study.

- ①. To assess project managements' perception pertaining to the significance of stakeholder management in joint projects.
- ②. To evaluate existing stakeholder management protocols in selected project-driven organizations in Ethiopia.
- ③. To investigate the effect of the functioning stakeholder management protocols on the future fate of the project-driven institutions considered in this study.
- ④. To ascertain the critical success factors for joint projects stakeholder management.
- ⑤. To examine the tools and techniques to be used for better stakeholder management in joint projects in Ethiopia.
- ⑥. To evaluate as to how contract forms and contract administration impact stakeholder management frameworks in joint projects.

1.5) SIGNIFICANCE OF THE STUDY:

Perhaps the most imperative and attention worthy aspect of joint projects is project overrun, if not total failure. It is not uncommon for joint projects to experience cost and schedule overruns. Most often than not, the project overruns are attributed to poor stakeholder management protocol. However, if the stakeholder management protocol is developed in such a way as to draw the attention of all relevant stakeholders to the project along with realising the maximum possible stakeholders' input, the chances of success are greatly enhanced. Yet even with the best-designed stakeholder management protocol, the particular project implementation environment matters.

With this in mind, the objective of this project is to analyse the significance of stakeholders management protocol as practised in designated Ethiopian based joint projects, and assess the effectiveness of the protocol used to carry out these projects. Where appropriate, possible suggestions have been made as to how similar projects could be improved in the future by a rightful selection and implementation of project stakeholder management protocol. Most importantly, this project strived to fill the knowledge gap pertaining to stakeholders management protocol, and made every possible effort to enhance the success of future joint projects in Ethiopia. Above all, the researcher acknowledges that stakeholders' reaction determines the feat and failure of projects. Hence, every project management ought to struggle to keep project stakeholders satisfied as it is the only way to secure their support for the successful accomplishment of projects. In view of this reality of projects, there is no doubt that, stakeholders management protocol in Ethiopia should be supported with genuine researches of this kind to make our dream projects real, via joint efforts of all stakeholders. This is the overriding rationale and the ultimate goal of this project.

1.6) DELIMITATION/SCOPE OF THE STUDY:

This study is delimited to selected joint projects performed by Menschen für Menschen (MfM) and World Vision – Ethiopia; both of which are Non – Government Organizations performing various projects in different parts of the Federal Democratic Republic of Ethiopia. This is further restricted to the organizations' stakeholder management undertakings in pre-designated projects. It is also worth mentioning that the findings of this study are likely to be extended to organizations of similar dynamism with the organizations set aside for special consideration in this study (Menschen für Menschen, MfM and World Vision - Ethiopia).

1.7) LIMITATIONS OF THE STUDY:

Limitations of various kind and height are inescapable features of researches at all levels. In the light of this, the researcher experienced the following major challenges (limitations) during this research project work: lack of willingness from some stakeholders to offer the researcher the information he needed, (even if they were found to be willing) absence of complete and well organized information that the researcher needed as input for the study, poor research culture of the society, deprived attitude of the society towards research and its potential upshots, inadequate information/data, etc.

1.8) ORGANIZATION OF THE STUDY REPORT:

The research report is organized into five chapters. The first chapter is the introductory chapter which begins with introducing the organizations and their nominated projects set aside for special consideration in this study; and also the chapter highlights the significance of conducting the study. This chapter is also devoted to rationalize why the researcher picked *stakeholder management* as his subject of study, and why Non-Government Organizations are set aside for investigating the matter. The second chapter discusses literatures related to the study's subject of interest. This section of the study report is further subdivided into two sections: theoretical framework and empirical evidences. Here the researcher has made an attempt to link his 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 have been outlined and explained. Moreover, the rationale behind the selection of each research methodology and research design has been justified. The next chapter is about data analysis and results. This chapter of the document portrays the course of action pertaining to data processing, analysis, interpretation and presentation of findings. Finally, the last chapter offers conclusion and recommendations. Here it is worth to mention that this section of the document summarizes the main research findings along with projecting insights and recommendations for further studies in the area.

CHAPTER- TWO

REVIEW OF RELATED LITERATURE

The topic set aside for consideration in this study cuts across more than one substantive area in the review of related literatures. Evident in the literature are two most important areas of relevance to this study. These are conceptual review (or theoretical perspectives) of stakeholder management practices of joint projects and empirical review or empirical evidence into the stakeholder management practices of joint projects. These areas are discussed as here under.

2.1) CONCEPTUAL REVIEW (or THEORETICAL PERSPECTIVE):

Project stakeholder management is a critical component to the successful delivery of any project, programme or activity. According to Wikipedia, a stakeholder is any individual, group or organization that can affect, be affected by, or perceive itself to be affected by a project. More briefly, project stakeholders are those who have rights or interests in a project. Effective Project Stakeholder Management creates positive relationships with stakeholders through the appropriate management of their expectations and agreed objectives. Stakeholder management is a process and control that must be planned and guided by underlying principles.

If you are concerned with the future of a project, the project stakeholders are those you should worry about because a project is successful only when it achieves its objectives and meets or exceeds the expectations of the stakeholders. That's why you need to know how they are likely to feel about and react to your project. You also need to know how best to engage them in your project and how best to communicate with them.

To sum up, in this study Stakeholders Management of joint projects was researched. The presenter of this project work believes that project stakeholder management is critical to projects' success in today's highly competitive and dynamic project environment. In the light of this, in this study the researcher examined the project stakeholder Management practices of joint projects in Ethiopia. In the meanwhile, it is also worth mentioning that Stakeholders Management as a discipline within project management is one of the least researched and least discussed topics in professional journals and books focusing on management, at least to the best of the researcher's knowledge. However, empirical evidences suggest that stakeholder management is not as such a trouble-free practice in most projects (Feldman, 1995). This is the most imperative reason that made the researcher to choose project stakeholders management to be his subject of study.

2.1.1) THE CONCEPT OF “STAKEHOLDER”:

The word 'stakeholder' has assumed a prominent place in public and non-profit management theory and practice in the last 20 years, and especially in the last decade. The term refers to persons, groups or organizations that must somehow be taken into account by leaders, managers and front-line staff (Bryson, et al., 2002). According to Freeman (1984), a stakeholder is any group or individual who can affect or is affected by the achievement of the organization's objectives'.

In a similar line, Peter (2008) also defined stakeholder as anybody whose interest can be negatively or positively affected by the project and who may be able to affect the success or failure of the project. Thus a stakeholder is any person or organization that is actively involved in a project, or whose interests may be positively or negatively affected by execution or completion of the project.

It is a curious term – stakeholder - which has come to mean almost totally the opposite to its original sense. A stakeholder was someone who held money on behalf of two or more other people pending the resolution of an issue between them – usually the outcome of a wager. He was bound to hand over the money to the successful party. In other words, the stakeholder had a formal responsibility towards his principals. Even in jurisdictions where wagering contracts are unenforceable the stakeholder still had to pay up (Sunderland, 2006).

According to Bryson et al., (2002), typical definitions of stakeholder from the public and non-profit sector literatures differ in how inclusive they are. For example, according to Eden and Ackermann (1998), stakeholders can only be people or groups who have the power to directly affect the organization's future; absent that power, they are not stakeholders. Their definition is similar to many in the business management literature (Mitchell et al., 1997; Jones and Wicks, 1999), and makes sense for their purposes, as they are writing for both business management and public and non-profit management audiences. In contrast, Nutt and Backoff (1992), Johnson and Scholes (2002) (who also address a primarily business audience) think in same line with Bryson (1995) that, there should be a consideration of a broader array of people, groups or organizations as stakeholders, including the nominally powerless. While there is no explicit ethical content in any of the four definitions, the foregoing definitions would seem to be more compatible with typical approaches to democracy and social justice, in which the interests of the nominally powerless must be given weight (Lebacqz, 1986; Lewis, 1991; Boyte and Karl, 1996; Stone, 1997). In conclusion, some of these definitions include the following variants.

- 1) All parties who will be affected by or will affect the organization's strategy (Nutt and Backoff, 1992).
- 2) Any person, group or organization that can place a claim on the organization's attention, resources, or output, or is affected by that output (Bryson, 1995).

- 3) People or small groups with the power to respond to, negotiate with, and change the strategic future of the organization (Eden and Ackermann, 1998).
- 4) Those individuals or groups who depend on the organization to fulfil their own goals and on whom, in turn, the organization depends (Johnson and Scholes, 2002).

According to the IFC (2007) Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, the academic community, or other businesses.

Kalsern (2002) of the Norwegian School of Management BI, also gave a broader view of the concept stakeholders when he included clients, end users, contractors, consultants, labour unions, line organizations, public authorities, financial institutions, insurance companies, controlling organizations, media, third parties, and competitors as stakeholders.

According to Wikipedia, 2017 stakeholders are basically classified into the following three subclasses:

- 1) **Primary stakeholders**: are those ultimately affected, either positively or negatively by an organization's actions.
- 2) **Secondary stakeholders**: are the intermediaries', that is, persons or organizations who are indirectly affected by an organization's actions.
- 3) **Key stakeholders**: (who can also belong to the first two groups) have significant influence upon or importance within an organization. (Wikipedia, 2017)

2.1.2) THE EMERGENCE AND DIRECTION OF STAKEHOLDER THEORY:

Modern stakeholder theory owes its intellectual development to Freeman's seminal work: "Strategic management: A stakeholder Approach" (1984). (Shankman 1999). According to Freeman, the word *stakeholder* was used for the first time in 1963 in an internal memorandum at the Stanford Research Institute (SRI); when the much quoted SRI definition of stakeholders was reported to be: "those groups without whose support the organization would cease to exist". (Donaldson and Preston 1995). However, as early as 1950, Robert E. Woods, at that time Chief Executive Officer of Sears & Robuck Co., in Chicago, listed "four parties to any business in order of their importance": "customers, employees, community, and stockholders" (Hummels 1998). Wood maintained that if the appropriate needs and interests of the first three groups were looked after effectively, the company's stockholders would benefit in the long run. Freeman did not originally appear to portray the stakeholder concept from a broader philosophical or ethical basis. He has later pointed out that the term "stakeholder" actually was meant to generalize the notion of stockholder as the only group to whom management needed to be responsive (Freeman 1984). Freeman was of the opinion that the modern organization is affected by a large set of *forces*. At

minimum, these forces comprise stockholders, customers, employees, suppliers, and management, which summarily are referred to as the *primary stakeholders*. Characteristic for these groups of stakeholders is that they are vital to the survival and success of the organization. He enlarged, however, the list of stakeholders with other possible *secondary stakeholders*, such as the local community, the media, the courts, the government, special interest groups, the general public, and society (Hummels 1998). From this observation, Freeman (Freeman 1984) derives his contention from the belief that “the responsibility of management is to take into account the different views and interests of any group or individual who can affect or is affected by the achievement of an organization’s purpose” (Hummels 1998). Freeman stated that systematic managerial attention to stakeholder interests is critical to firm success, a claim, however, not yet tested in the literature (Berman et al. 1999). According to Berman (Berman et al. 1999), Donaldson and Preston (Donaldson and Preston 1995) have best framed much of the recent dialogue on stakeholder theory. Donaldson’s and Preston’s *taxonomy of stakeholder theory, where they distinguish between normative, instrumental, and descriptive/empirical theories*, has required other authors to become more precise in their terminology and more coherent in their thinking about stakeholder theory (Berman et al. 1999).

2.1.3) THE ROLE OF STAKEHOLDERS:

The relevance of stakeholders towards the achievement of every project’s/organization’s objectives has been, to some extent, manifested in the above conceptualizations from the different authors but more of it can be seen in Bryson (1995) and Moore, (1995), who stated that “Attention to stakeholders is important throughout the strategic management process because 'success' and certainly survival for public organizations depends on satisfying key stakeholders, *according to their definition of what is valuable.*”

As quoted by Bryson (2004) in his work, “What to do when stakeholders matter”, he argues that, “Public agencies are born of and live by satisfying interests that are sufficiently influential to maintain the agencies’ political legitimacy and the resources that come with it”. If key stakeholders are not satisfied, at least minimally, according to their criteria for satisfaction, the normal expectation should be that something will change - for example, budgets will be cut, elected or appointed officials will lose their job, new initiatives will be undermined, and so on.

Attention to stakeholders is also needed to assess and enhance political feasibility, especially when it comes to articulating and achieving the common goods (Bryson et al., 2002; Campbell and Marshall, 2002). Finally, attention to stakeholders is important to satisfy those involved or affected that requirement for procedural justice; procedural rationality and legitimacy have been met (Eden and Ackermann, 1998; Suchman, 1995; Alexander, 2000). Note that what is being said does not imply that all possible stakeholders should be satisfied, or involved, or otherwise wholly taken into account, only that the key stakeholders must be, and that the choice of which stakeholders are key is inherently political (Stone, 1997), has ethical consequences (Lewis, 1991; Cooper, 1998) and involves judgment (Vickers and Vickers, 1998).

2.1.4) PROJECT STAKEHOLDERS:

Let's take a look at project stakeholders and their relationships to the project manager. (Jackson, Sherri (2007))

A) TOP MANAGEMENT:

Top management may include the president of the company, vice-presidents, directors, division managers, the corporate operating committee, and others. These people direct the strategy and development of the organization.

On the plus side, you are likely to have top management support, which means it will be easier to recruit the best staff to carry out the project, and acquire needed material and resources; also visibility can enhance a project manager's professional standing in the company.

On the minus side, failure can be quite dramatic and visible to all, and if the project is large and expensive (most are), the cost of failure will be more substantial than for a smaller, less visible project.

Some suggestions in dealing with top management are:

- Develop in-depth plans and major milestones that must be approved by top management during the planning and design phases of the project.
- Ask top management associated with your project for their information reporting needs and frequency.
- Develop a status reporting methodology to be distributed on a scheduled basis.
- Keep them informed of project risks and potential impacts at all times.

B) THE PROJECT TEAM:

The project team is made up of those people dedicated to the project or borrowed on a part-time basis. As project manager, you need to provide leadership, direction, and above all, the support to team members as they go about accomplishing their tasks. Working closely with the team to solve problems can help you learn from the team and build rapport. Showing your support for the project team and for each member will help you get their support and cooperation.

Here are some difficulties you may encounter in dealing with project team members:

- Because project team members are borrowed and they don't report to you, their priorities may be elsewhere.
- They may be juggling many projects as well as their full-time job and have difficulty meeting deadlines.
- Personality conflicts may arise. These may be caused by differences in social style or values or they may be the result of some bad experience when people worked together in the past.
- You may find out about missed deadlines when it is too late to recover.

C) MANAGER OF THE PROJECT MANAGER:

Typically the boss decides what the assignment is and who can work with the project manager on projects. Keeping your manager informed will help ensure that you get the necessary resources to complete your project.

If things go wrong on a project, it is nice to have an understanding and supportive boss to go to bat for you if necessary. By supporting your manager, you will find your manager will support you more often.

D) PEERS:

Peers are people who are at the same level in the organization as you; and may or may not be on the project team. These people will also have a vested interest in the product. However, they will have neither the leadership responsibilities nor the accountability for the success or failure of the project that you have.

Peer support is essential. Because most of us serve our self-interest first, use some investigating, selling, influencing, and politicking skills here.

E) RESOURCE MANAGERS:

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

F) INTERNAL CUSTOMERS:

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

G) EXTERNAL CUSTOMER:

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

H) GOVERNMENT:

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

D) CONTRACTORS, SUBCONTRACTORS, AND SUPPLIERS:

There are times when organizations don't have the expertise or resources available in-house and work is farmed out to contractors or subcontractors. This can be a construction management foreman, network consultant, electrician, carpenter, architect, or anyone who is not an employee. Managing contractors or suppliers requires many of the skills needed to manage full-time project team members.

Depending on the project, managing contractor and supplier relationships can consume more than half of the project manager's time. It is not purely intuitive; it involves a sophisticated skill set that includes managing conflicts, negotiating, and other interpersonal skills. (Jackson, Sherri (2007))

2.1.5) HOW TO RELATE TO DIFFERENT TYPES OF STAKEHOLDERS:

Achieving a project's objectives takes a focused, well-organized project manager who can engage with a committed team and gain the support of all stakeholders. Building strong, trusting relationships with interested parties from the start can make the difference between project success and failure.

By conducting a stakeholder analysis, project managers can gather enough information on which to build strong relationships – regardless of the differences between them. For example, the needs and wants of a director of marketing will be different from those of a chief information officer. Therefore, the project manager's engagement with each will need to be different as well.

Stakeholders with financial concerns will need to know the potential return of the project's outcomes. Others will support projects if there is sound evidence of their value to improving operations, boosting market share, increasing production, or meeting other company objectives.

Keep each stakeholder's expectations and needs in mind throughout each conversation, report or email, no matter how casual or formal the communication may be. Remember that the company's interests are more important than any individual's – yours or a stakeholder's. When forced to choose between them, put the company's needs first.

No matter what their needs or wants, all stakeholders will respect the project manager who:

- Is always honest, even when telling them something they don't want to hear
- Takes ownership of the project
- Is predictable and reliable
- Stands by his or her decisions
- Takes accountability for mistakes (Friedman and Miles 2006)

2.1.6) STAKEHOLDERS MANAGEMENT:

Stakeholder Management is essentially stakeholder relationship management as it is the relationship and not the actual stakeholder groups that are managed (Friedman and Miles 2006). Stakeholder management is a critical component to the successful delivery of any project, programme or activity. A stakeholder is any individual, group or organization that can affect, be affected by, or perceive itself to be affected by a programme. Effective Stakeholder Management creates positive relationships with stakeholders through the appropriate management of their expectations and agreed objectives. Stakeholder management is a process and control that must be planned and guided by underlying principles. Stakeholder management within businesses, organizations, or projects prepares a strategy utilising information (or intelligence) gathered during the various processes. (Wikipedia, the free encyclopedia)

As we can see, stakeholders vary in influence, expectations, and interests and all have the potential to impact the project. The project manager's goal is to leverage stakeholder relationships and build coalitions that foster project success. Warning signs that stakeholder management is suffering include missed deadlines, scope creep, confusion, conflict, and churning. Often this is indicative of competing priorities, a lack of focus, or a lack of commitment. In discussing these issues with project managers, I always ask two questions: 1) what is the communications plan (how is information shared)? And, 2) what is your project governance structure (how do people plug in, decisions get made, issues get escalated)? (Friedman and Miles 2006)

Often there is more than one major stakeholder in the project. An increase in the number of stakeholders adds stress to the project and influences the project's complexity level. The business or emotional investment of the stakeholder in the project and the ability of the stakeholder to influence the project outcomes or execution approach will also influence the stakeholder complexity of the project. In addition to the number of stakeholders and their level of investment, the degree to which the project stakeholders agree or disagree influences the project's complexity.

Think about everyone involved in your activities. But what gets more challenging is all the 'outsiders' who may be impacted by the activity and who might have an interest. This is why Stakeholder Management is so important. Stakeholder management supports an organization in achieving its strategic objectives by interpreting and influencing both the external and internal environments and by creating positive relationships with stakeholders through the appropriate management of their expectations and agreed objectives. The advantages of Stakeholder Management include eliminating conflicting interests among stakeholders, reducing the pressure of management to produce short-term results, reducing the costs associated with a high turnover among stakeholders, and providing the firm with committed stakeholders in an environment characterized by increasing competition (Wikipedia, 2017).

2.1.7) TOOLS TO HELP STAKEHOLDER MANAGEMENT:

There are many project decelerators, among them lack of stakeholder support. Whether the stakeholders support your project or not if they are important to your project, you must secure their support. How do you do that?

First, you must identify who your stakeholders are. Just because they are important in the organization does not necessarily mean they are important to your project. Just because they think they are important does not mean they are. Just because they don't think they need to be involved does not mean they do not have to be. The typical suspects: your manager, your manager's manager, your client, your client's manager, any SME (subject matter expert) whose involvement you need, and the board reviewing and approving your project. Note that in some situations there are people who think they are stakeholders. From your perspective they may not be, but be careful how you handle them. They could be influential with those who have the power to impact your project. Do not dismiss them out of hand. Second, you need to determine what power they have and what their intentions toward your project are. Do they have the power to have an impact on your project? Do they support or oppose you? What strategies do you follow with them? Third, what's the relationship among stakeholders? Can you improve your project's chances by working with those who support you to improve the views of those who oppose you? The table below summarizes the options based on an assessment of your stakeholders' potential for cooperation and potential for threat.

Table-2.1: Stakeholder Analysis

		Potential for Threat	
		Low	High
Potential for Cooperation	Low	Type: Marginal Strategy: Monitor	Type: Non-Supportive Strategy: Defend
	High	Type: Supportive Strategy: Involve	Type: Mixed Blessing Strategy: Collaborate

(Uher and Davenport, 2002)

2.1.8) STAKEHOLDER RELATIONSHIP BUILDING TIPS:

Take the time to identify all stakeholders before starting a new project. Include those who are impacted by the project, as well as groups with the ability to impact the project. Then, begin the process of building strong relationships with each one using the following method (James T. Brown, 1999).

- **Analyse stakeholders:** Conduct a stakeholder analysis, or an assessment of a project’s key participants, and how the project will affect their problems and needs. Identify their individual characteristics and interests. Find out what motivates them, as well as what provokes them. Define roles and level of participation, and determine if there are conflicts of interest among groups of stakeholders.
- **Assess influence:** Measure the degree to which stakeholders can influence the project. The more influential a stakeholder is, the more a project manager will need their support. Think about the question, “What’s in it for them?” when considering stakeholders. Knowing what each stakeholder needs or wants from the project will enable the project manager to gauge his or her level of support. And remember to balance support against influence. Is it more important to have strong support from a stakeholder with little influence, or lukewarm support from one with a high level of influence?
- **Understand their expectations:** Nail down stakeholders’ specific expectations. Ask for clarification when needed to be sure they are completely understood.
- **Define “success”:** Every stakeholder may have a different idea of what project success looks like. Discovering this at the end of the project is a formula for failure. Gather definitions up front and include them in the objectives to help ensure that all stakeholders will be supportive of the final outcomes.
- **Keep stakeholders involved:** Don’t just report to stakeholders. Ask for their input. Get to know them better by scheduling time for coffee, lunch, or quick meetings. Measure each stakeholder’s capacity to participate and honor time constraints.
- **Keep stakeholders informed:** Send regular status updates. Daily may be too much; monthly is not enough. One update per week is usually about right. Hold project meetings as required, but don’t let too much time pass between meetings. Be sure to answer stakeholders’ questions and emails promptly. Regular communication is always appreciated – and may even soften the blow when you have bad news to share.

These are the basics of building strong stakeholder relationships. But as in any relationship, there are subtleties that every successful project manager understands – such as learning the differences between and relating well to different types of stakeholders (James T. Brown, 1999).

2.1.9) STAKEHOLDER ANALYSIS:

Stakeholder Analysis is a technique used to identify and assess the influence and importance of key people, groups of people, or organisations that may significantly impact the success of your activity or project (Friedman and Miles 2006).

The steps for performing stakeholder analysis are:

- First, identify who you believe the key stakeholders are at any phase of the process, possibly using the stakeholder periscope.
- Second, evaluate whether these stakeholders have high, medium or low influence on the issue in question. You need to abstract this from their influence generally in the organization.
- Third, evaluate whether, at the current time, they are for the project, against it, or idling in neutral. (Grundy and Brown, 2002)

In order to estimate where a stakeholder is positioned approximately you will need to see the world from that particular stakeholder's perspective. From experience over the years we have found that the best way to convey this is to ask managers to have in effect an out-of-body experience-but not quite literally, of course. This involves not merely trying to sense the surface attitudes of stakeholders about a particular issue but also the deeper-seated emotions, focus, anxieties and even prejudices (Grundy and Brown, 2002).

2.1.10) STAKEHOLDER SOURCES OF INFLUENCE:

Table-2.2: Stakeholder Sources of Influence

<u>Internal Stakeholders</u>	<u>External Stakeholders</u>
Hierarchy (formal power) e.g. authority, senior position	Control of strategic resources e.g. materials, labour, money
Influence (informal power) e.g. leadership style	Involvement in strategy Implementation e.g. strategic partners in distribution channels
Control of strategic resources e.g. responsibility for strategic products	Possession of knowledge and skills e.g. cooperation partners, subcontractors
Possession of knowledge and skills e.g. expert knowledge that forms the organisations core competence	Through internal links e.g. networking
Control of the environment e.g. negotiation & network of relationships to external stakeholders	
Involvement in strategy implementation e.g. as a change agent or responsibility for strategic projects	

2.2) EMPIRICAL REVIEW /EVIDENCE:

As revealed by plentiful related literatures; similar researches have been carried out on the stakeholder management protocol of joint projects. Accordingly, in this part of the literature review, the empirical evidences on the stakeholder management of joint projects are discussed.

A study involving more than 65 joint projects in Finland found that majority of the respondents (89.3%) have problems in administering stakeholder management (McMahon, 1998). According to this study, larger enterprises tend to have more serious problems in their stakeholder management undertakings compared to smaller enterprises. Study examining joint projects performed by private limited companies in the UK found that 73 per cent of the respondents hardly manage stakeholder management protocol as it should be, and 25 per cent are partly contented with their stakeholder management performance; suggesting moderate level of sophistication of stakeholder management practices (Collis and Jarvis, 2002). Similarly another study revealed that international joint projects that are carried out by geographically dispersed partners are more likely to face problems in the course of their stakeholder management (Gorton, 1999). On the other side of the story, in addition to their permanent project employees (who are internal project stakeholders), joint projects often employ external stakeholders known as outside professionals to provide them technical advice. Studies conducted in this regard have found that the most frequent forms of outsourced technical services in joint projects are for project planning and preparation of project stakeholder management protocols (Collis and Jarvis 2002, McMahon 1998).

Studies conducted in Nigeria and UK with a sample size of forty-five questionnaires each between the UK and Nigeria carried out two Semi-structured interviews each between the UK and Nigeria. Out of the forty-five questionnaires administered each in the UK and Nigeria, thirty five were returned in the UK and thirty were returned from Nigeria. The study conducted by having the variable that was measured with the question: “Do you agree that Poor stakeholder Management practices lead to Joint Projects failure in your country?” and the results showed that 68 percent and 57 percent of the respondents in the UK and Nigeria respectively agreed that it influenced joint projects failure. This reflects that in both countries, the respondents quite agree that poor stakeholder management practices influenced joint projects failure, (Klein B. D., 1998).

CHAPTER- THREE

METHODOLOGY OF THE STUDY

3.1) THE RESEARCH DESIGN AND APPROACH:

The spotlight of this study is the stakeholder management practices of joint projects. This is further restricted to the evaluation of the stakeholder management protocol of joint projects performed by selected Non-governmental organizations (NGOs) that are recently functioning in the Federal Democratic Republic of Ethiopia. The two most prominent NGOs performing the joint projects set aside for special and detailed investigation in this study are Menschen für Menschen (MfM) and World Vision - Ethiopia. For the reason that the researcher's overriding motive is to investigate (evaluate) the stakeholder management experience of the designated organizations as practiced in the selected projects, this study has made use of descriptive method of research design. In this study, the researcher is not making generalizations from the data. However, the researcher is examining the extent to which stakeholder management protocol is being practiced in the organizations as per the theoretical argument of improving performance, managing pertinent stakeholders with long-term relationship in mind, and maintaining industrial peace at all levels throughout the respective organizations. Furthermore, the researcher has made an effort to point out significant differences that may emerge from the examination of each project manager's perception, attitude and value of stakeholder management protocol which may potentially determine the stakeholder management process of the organizations; and then provide thick and rich metaphors of the stakeholder management experiences in the designated NGOs as manifested by the projects investigated in this study.

In the meanwhile, mixed (qualitative enhanced with quantitative) research approach has been adopted to carry out this study. Some of the reasons which escorted the researcher to choose the adoption of this approach include, but are not limited to: the motive of the study (i.e., to explore the stakeholder management protocol of the selected NGOs), absence of a need to make generalization from a sample to a population, its remarkable efficiency, its outstanding application in identifying relevant variables and their relationships in the stakeholder management process, etc. Moreover, because it is possible to obtain the information the researcher needed from all relevant stakeholders of the projects simultaneously, the time dimension of the study is cross-sectional.

3.2) TARGET POPULATION OF THE STUDY:

The two project-driven NGOs identified as cases to be investigated in depth in this study are “Menschen für Menschen (MfM)” and “World Vision-Ethiopia”. Four joint projects (two from each of these NGOs) have been examined out of the countless projects performed by each one of them. The two joint projects performed by Menschen für Menschen (MfM) and reserved for special investigation in this study are “ABUNA Gindeberet Integrated Rural Development Project” located in Oromia National Regional State West Shoa Zone, Abuna Gindeberet Woreda, and “Tiya Area Development Project” located in Oromia National Regional State West Shoa Zone, Kersa Kondaltiti woreda – 85km from Addis Ababa. These two projects have a total of 139 permanent employees; 43 of whom are engaged in administrative and management work, 28 in technical and the rest in project implementation (these are called facilitators) activities. Among the employees in the technical and implementation sections, 23 of them are women. Besides, 13 government officials, working at different levels and offices, were directly involved in the project. Finally, 37 project beneficiaries at four different weredas/kebeles were identified as community representatives.

Similarly, the two joint projects performed by World Vision Ethiopia have a total of 157 permanent employees; 16 of them are engaged in administrative and management work, 35 in technical and the rest in project implementation activities. Among the employees in the technical and implementation sections, 31 of them are women. Moreover, the direct beneficiaries of these two projects are the residents of the districts covered by the projects. (Tenta in South Wollo of the Amhara region- 523Km from Addis Ababa, and Omo Sheleko, Kachabira & Kedida Gamila in Kambata Alaba Timbaro zone of South region -410Km from Addis Ababa). These beneficiaries/residents of the nominated districts (represented via 78 community representatives) construct another important class of stakeholder for the projects. Finally, the last, perhaps the most important stakeholders for these projects are the relevant government officials of the districts. Accordingly, 18 government officials working at wereda/kebele, zone & regional levels were openly involved in the projects.

Given this human resource and stakeholders’ framework of the projects, the target population of this study is the entire stakeholders of the selected projects.

3.3) SAMPLING: SIZE AND SELECTION TECHNIQUES:

3.3.1) SAMPLE SIZE:

With the objective of maintaining the reliability of the study, the sample population of this project was drawn from all sides of the target population. Accordingly, the sample population is a group of people from the “**Project personnel**” (this class includes Management and Administration staff, Technical staff and Facilitators), “**Government officials**” at different levels, and finally “**Project beneficiaries**” (represented through community representatives).

According to Singh (2006), there is no single rule that can be used to determine sample size and the best way is to have as larger sample as possible to get better representative of the population. Moreover, Singh (2006) stated in his book *“it is often suggested that one should include at least 30 subjects in a sample since the number permits the use of large sample statistics. Statistically speaking, a sample size of $n = 30$ is considered large, since with this n , the t -distribution and the normal curve are practically the same for hypotheses testing purposes.”* But, descriptive research typically uses larger samples and it is often suggested that one should select 10 – 20 percent of the accessible population for the sample (Ibid). Likewise, Richard M. Jacobs, OSA, Ph.D. (2003) also stated that for survey research, it is common to sample 10 % to 20 % of the target population.

With this in mind, the sample size is determined to be 15% of the target population. Since the sample population has to be representative of the target population, purposely selected sixty six stakeholders from the two institutions (which accounts for 15% of the total target population) were considered. Accordingly, eight personnel from the administration staff, nine from the technical staff and twenty six from the project implementers/facilitators had been set aside for special considerations. Moreover, relevant secondary data concerning five government offices and eighteen community representatives were included in the sample and then made to drop a line to this study. (“Community”, as used in this study, refers to “project beneficiaries”).

A) COMPOSITION OF THE TARGET POPULATION: The Target Population is 442.

Institution	Total target Population	Project Personnel			Government Officials	Community Representat.
		Admin./mgt	Technical	Facilitators		
MfM	189	43	28	68	13	37
WVE	253	16	35	106	18	78

B) COMPOSITION OF THE SAMPLE POPULATION: The Sample Size is 66.

Institution	Total Sample Size	Project Personnel			Government Officials	Community Representat.
		Admin./mgt	Technical	Facilitators		
MfM	28	6	4	10	2	6
WVE	38	2	5	16	3	12

3.3.2) SAMPLE SELECTION TECHNIQUES:

The target population was stratified in to three sets based on their intimacy to the project, from now onwards this intimacy to the project shall be referred to as strata or department. Hence, the three stratum/departments identified in this study are “Project Personnel”, “Government Officials”, and “Project Beneficiaries”. The number of people in each of these stratum/departments of the sample was adjusted to increase the accuracy of the investigation across departments. Thus, the sample size for each department is selected to ensure sufficient representativeness across the

three departments: Project personnel, Government officials and Project Beneficiaries. The purpose of stratifying departments in this form is to draw representative sample from each stratum because in Stratified sampling specific characteristics of individuals are represented in the sample and the sample reflects the true proportion of individuals with certain characteristics of the population (*Jfowler, 1988*).

Supervisors and project managers who work closely with senior managers at the selected NGOs were chosen as the target respondents of the survey because they are the most important bodies in the stakeholder management practice and are likely to have better understanding of issues in stakeholder management than any other concern/body. The respondents of the survey/appraisal were targeted individuals who had experiences, in one way or another, with stakeholder management in the nominated NGOs. Therefore, *random sampling was not suitable for this research*. Hence, a non-probability judgment (also called purposive sampling) technique was adopted, in which the selection of the sample was based on the judgment about some appropriate characteristic required of the sample members. The producer of this study believes that this technique has allowed the researcher to select a sample to serve a specific purpose, even if this might have made a sample less than fully representative. This judgment sampling technique was chosen to safeguard the specific objective of the research, which is the investigation of the stakeholder management practice in the designated NGOs.

3.4) DATA COLLECTION: TYPES, SOURCES, TOOLS AND PROTOCOL:

3.4.1) TYPES OF DATA:

Both primary and secondary data sets were used or consumed for the successful conclusion of this project/study.

3.4.2) SOURCES OF DATA:

Data in this research was collected from multiple sources. It is generally accepted that multiple data sources allow an investigator to address a broader range of historical, attitudinal, and behavioral issues (*Eisenhardt, 1989*). Furthermore, in-depth interviews with the major stakeholder management champions of the designated projects were utilized as the main source of the data collection for the reason that well-informed respondents can provide important insights into the situation. In addition, it is recommended that an interview is a better method of obtaining quality data efficiently (*Marshall & Rossman, 1995*). Besides, the researcher has made use of questionnaire and focus group discussions to further enhance the data collection scheme. On top of this, secondary data collection sources also include review of relevant documents, such as periodic and yearly reports, brochures, flyers, position descriptions, policy manuals, organizational structure

charts and training documents as well as some published information about the projects or the NGOs, such as memos and progress reports. It is considered that documents can be used to corroborate and augment evidence from other sources, and they play an explicit role in the data collection process in doing case studies (Yin, 1994). Position descriptions can provide the researcher explicit responsibilities of certain positions in stakeholder management. Furthermore, organizational structure charts of the chosen projects can be used to understand the interrelationship among different divisions of the project, within the chosen NGOs. Training documents provide evidence of training (if any) that has been undertaken by the relevant stakeholders pertaining to stakeholder management scheme. Annual reports and memos provide the general background information about the project/NGO and its responses to prevailing stakeholder management issues.

3.4.3) DATA COLLECTION TOOLS:

Both primary and secondary data were used for the successful achievement of the study objectives. The primary data for this study was gathered through questionnaire and face to face interview along with workplace observations. *The most important rationale for choosing face to face interview is the fact that it is unlikely to take advantage of any other means of conducting interviews in the context of our country since it is easier said than done to get the interviewee telephone number.* Moreover, face to face interview enables to secure in-depth and detail information, allows the researcher to improve the quality of information collected than otherwise, and helps the researcher to make clarification about the question to the interviewee, if a need arises. Besides, workplace observations of participants (for reasonable number of days) were undertaken by the researcher to obtain a better understanding of participants' perspectives of stakeholder management, to enable the comparison of findings, and specifically to be used as a means of gaining information about the project's stakeholder management implementation practices. In the meanwhile, the secondary data was obtained by reviewing the relevant documents (mentioned above) of the selected NGOs produced during the last five years (2012-2016). The reason for choosing to use the documents of this periodic interval is because the researcher believes that these documents can disclose the current state of affairs of the organizations as far as their stakeholder management practice is concerned. To sum up, the researcher used questionnaire, interviews, focus group discussions, and workplace observations (as appropriate) accompanied by secondary data analysis (historical method) and case analysis methods of data collection.

3.4.4) DATA COLLECTION PROTOCOL:

This study made an attempt to gather data through questionnaire and/or in-depth semi-structured interviews with key stakeholders of each project. The semi-structured interview has

specific topic areas that need to be covered during the course of the interview; however; the order of the questions and the exact wording of the questions were left to the discretion of the interviewer. This enabled the researcher flexibility to respond immediately to issues raised by interviewees/respondents, ask probing questions and to allow interviewees to discuss issues considered to be important to them. The interview guide or the questionnaire, however, remained focused on collecting data to ensure that the research questions are answered, and sought to ensure cross-case comparability.

Interviews were approximately 60 minutes in length and were conducted face-to-face at each interviewee's workplace. Permission to tape-record (or transcript) each interview was sought from the concerned interviewee. Finally, interview transcripts were sent back to each participant for verification, upon their request. At last, documents analysis was done concurrently with interviews and workplace observations as they provided the basis for refining interview questions and possibly varying them across departments.

3.5) DATA ANALYSIS: PROCESSING, ANALYSIS, AND PRESENTATION:

The analysis of each questionnaire or transcribed interview and workplace observation followed the course of data processing and data presentation. The phase of data processing (also called data reduction) from interview transcripts sought to simplify and organize the data into more easily manageable components. The process of simplifying the data involved the use of first-level and second-level coding approaches. First-level coding involved examining small, discrete parts of text and identifying concepts contained in what is spoken or written. In analyzing the transcriptions of questionnaire/interviews in this study, each sentence or group of sentences of each questionnaire or interview transcript was examined and labeled with descriptive names. The data was, then, further simplified through the use of second-level coding. This involved examining the first-level descriptive codes and clustering similarly coded units together into categories. These categories were given a second-level conceptual label. The researcher also further simplified the data with a third level of coding (as required) in which similar conceptual categories were further clustered and given a more abstract third-level conceptual label. The phase of data presentation involved the mapping of second-level categories and third-level categories on a chart into a simplified, compact form. The chart provided a visual representation of how categories relate to each other and helped to identify the key themes emerging from each conversation. Key themes emerging from the analysis of each questionnaire/interview transcript were mapped onto a further chart to enable comparison across cases to occur.

To conclude, this study employed descriptive survey. Creswell, (2003) defines descriptive survey as a method of collecting data for the purpose of testing hypothesis or answering research questions concerning the current status of the subjects under study. It attempted to describe, explain and interpret conditions of the present i.e. “what is”. According to Cohen and maroon (1999) descriptive survey is a design used to gather data at a particular point in time with the intention of describing the nature of existing conditions or identifying standards against which existing conditions can be compared or determining the relationship that exist between events. Thus, a descriptive study was undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation. This is done through the use of strategies and procedures to describe, clarify and interpret existing variables using descriptive statistics. The Statistical Package for Social Sciences (SPSS) was employed to process and analyse the instruments. Different statistical tools such as Frequencies, Mean, Mode, Percentiles, and proportions along with charts and tables were also used to present the results. The likert scale questionnaire was analysed using mean and standard deviation.

3.6) INTERPRETATION AND REPORTING OF FINDINGS:

The interpretation phase -by means of which conclusion is drawn- noted themes emerging from the analysis of each questionnaire/interview transcript and workplace observations. Subsequently, it distinguished similarities and differences emerging from comparisons across specific cases of stakeholder management practices. This phase was also made to offer propositions about emerging themes. Feedback from participants regarding emerging themes, tentative propositions and conclusions were additionally sought at the end of the entire process. This was aimed to strengthen the interpretations (or findings) of the research.

To sum up, the findings were summarized and analyzed to reveal the necessary information. All transliterated questionnaire or interviews and workplace observations together with the additional documents obtained from the data collection scheme, as described in the “Research Methodology” section of this paper, were transcribed and entered into **SPSS**- a software package for research data analysis. Finally, narrative notes and tables were used to review the findings in descriptive analysis and qualitative data analysis methods.

CHAPTER- FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

-This section of the study is organized in such a way as to support the discussion presented on the research findings with illustrative figures and tables. Accordingly, each of the research questions are answered by means of using tables and figures to summarize major research findings pertaining to the research question focused; and then adequate and relevant explanation is presented to the figures presented in the relevant tables and charts. The chapter also describes how the collected data is processed, analyzed, interpreted and presented. Here it is worth to mention that different data collection tools such as interview, questionnaire, focus group discussion, and workplace observation were used as appropriate. Likewise, in the analysis of the data collected, each data collection tool is examined as a whole to obtain an understanding of the opinions and perspectives of the respondents from all the concerned parties as to what is considered to be the position of Stakeholder management in the views of the designated Non-Governmental Organizations. The researcher of this study believes that using this scheme within-case analysis has the potential to aid in-depth views of the issues considered and their outcomes.

- Questionnaires were distributed to all of the selected respondents along with six more reserves to prevent likely low response rate. Collection of questionnaire responses from the respondents was made on the same date the questionnaires were distributed; of course respondents were given plenty of time to complete the questionnaire. This has significantly contributed to the higher response rates realized. Fortunately, all questionnaires were recollected. However, there were some unfilled and incomplete answers and the top 66 (reasonably complete questionnaires) were taken into account. Hence, there was 100% response rate. Besides, a translated Amharic version of the questionnaire was also prepared to avoid misunderstandings; and respondents were given the questions with their language preference.

-The analysis of each transcribed interview, questionnaire, focus group discussion and workplace observation followed the course of data processing and data presentation. The phase of data processing (also called data reduction) from interview, questionnaire, and focus group discussion transcripts sought to simplify and organize the data into more easily manageable components. This was also done by means of data coding approaches. Besides, in analyzing the transcriptions of questionnaires in this study, each sentence or group of sentences of each questionnaire transcript is examined and labeled with descriptive names. In the meanwhile, the phase of data presentation was accompanied with key themes emerging from the analysis of each questionnaire transcript mapped onto a further chart to enable comparison across cases to occur.

4.1) DATA ANALYSIS PROTOCOL:

-All transliterated interviews, questionnaires, and focus group discussions together with the additional documents obtained from the data collection scheme, as described in the “Research Methodology” section of this paper, were transcribed and entered into SPSS- a software package for research data analysis. A very intensive content analysis of those documents and interview transcripts was conducted. Then all transcript materials were coded according to the research framework developed in and the refined questionnaire protocol (The Questionnaire Protocol is shown in the Appendix section of this research paper).

4.2) DATA CHARACTERISTICS:

-This section of the chapter presents descriptive statistics including such characteristics of the respondents as Gender, Age, Marital Status, Educational Qualification, and Work Experience within project frameworks. Moreover, any assumed responsibilities of the respondents within project environments are also presented. Besides, the individual profiles of all interviewees are also summarized as shown below.

4.2.1) THE INDIVIDUAL PROFILES OF INTERVIEWEES:

-The total number of interviewees consulted in this study was sixty six (out of which twenty eight of the interviewees were drawn from Menschen für Menschen and the remaining thirty eight of them were earmarked from World Vision - Ethiopia). The interviewee panel, when examined from another side of the spectrum, was composed of forty one “Project personnel” from the two designated NGOs (this class of interviewees is composed of Management and Administration staff, Technical staff and Facilitators), five highly pertinent “Government officials” working at different levels, and finally eighteen “Project beneficiaries” represented through community representatives. Here, it is worth to self-effacingly assert that one of the greatest achievements of this study is its competence to get done all the interviews proposed; given the institutions’ and their staffs heart moving as well as all dimensional support. Furthermore, all of the interviewees drawn from project personnel section of the target population have well-balanced foregoing experiences with project stakeholder management, in one way or the other. On the other hand, quite a large number of the interviewees incorporated under the government officials and project beneficiaries section of the interviewee panel lack experience in the area of the study. Altogether, interviewees’ profile data for some major characteristics are summarized as disclosed in the tables and charts presented below:

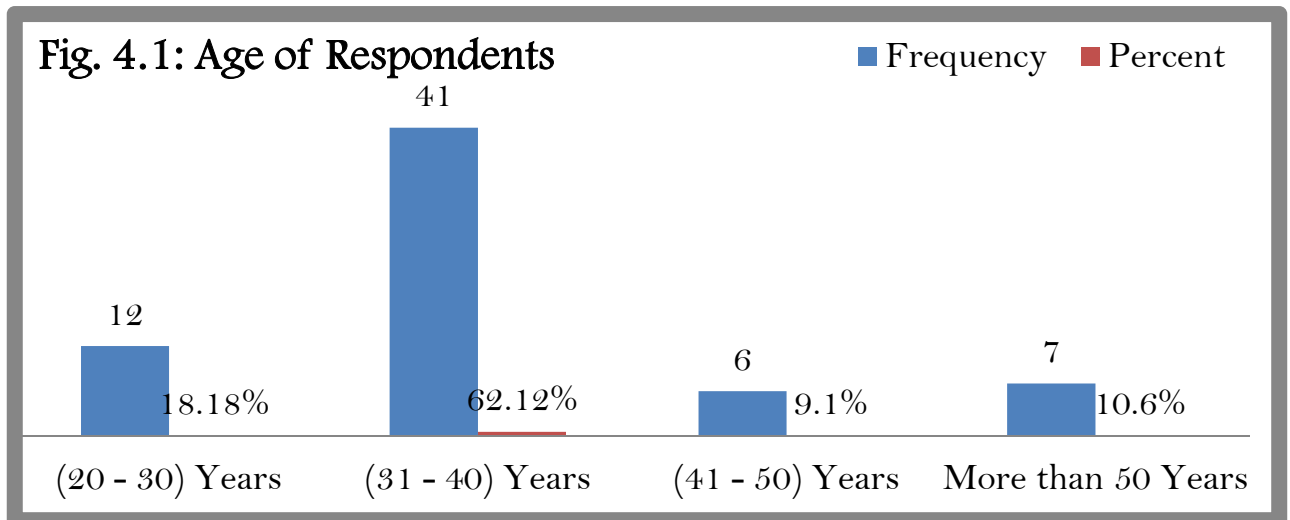
A) INTERVIEWEES’ PROFILE AS SORTED BY GENDER:

Table~4.1: Gender of Respondents

Gender	Frequency	Percentage
Male	45	68.0%
Female	21	32.0%

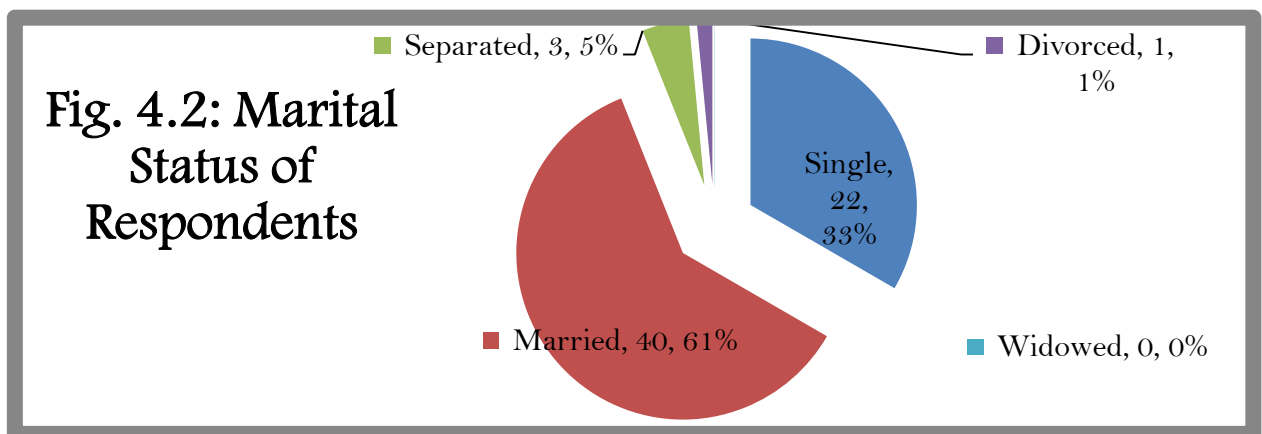
Source: Own Survey Data, 2017

B) INTERVIEWEES' PROFILE AS SORTED BY AGE:



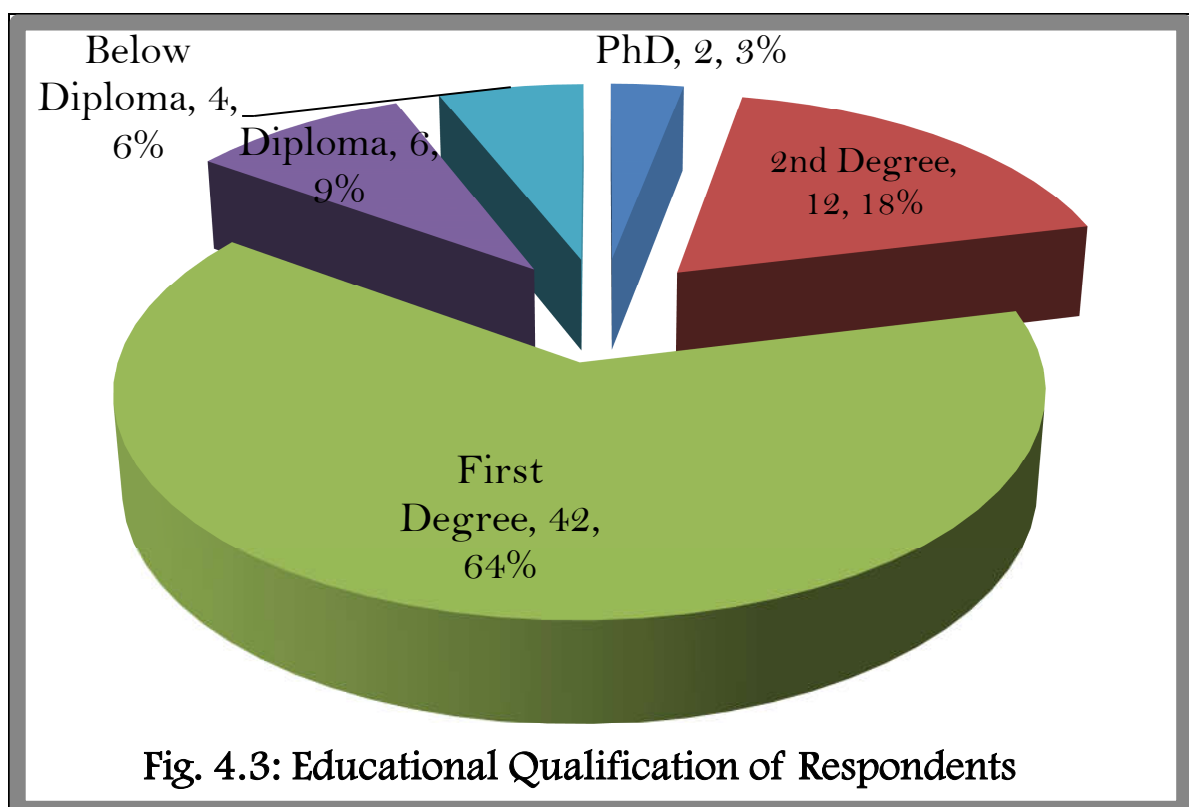
Source: Own Survey Data, 2017

C) INTERVIEWEES' PROFILE AS SORTED BY MARITAL STATUS:



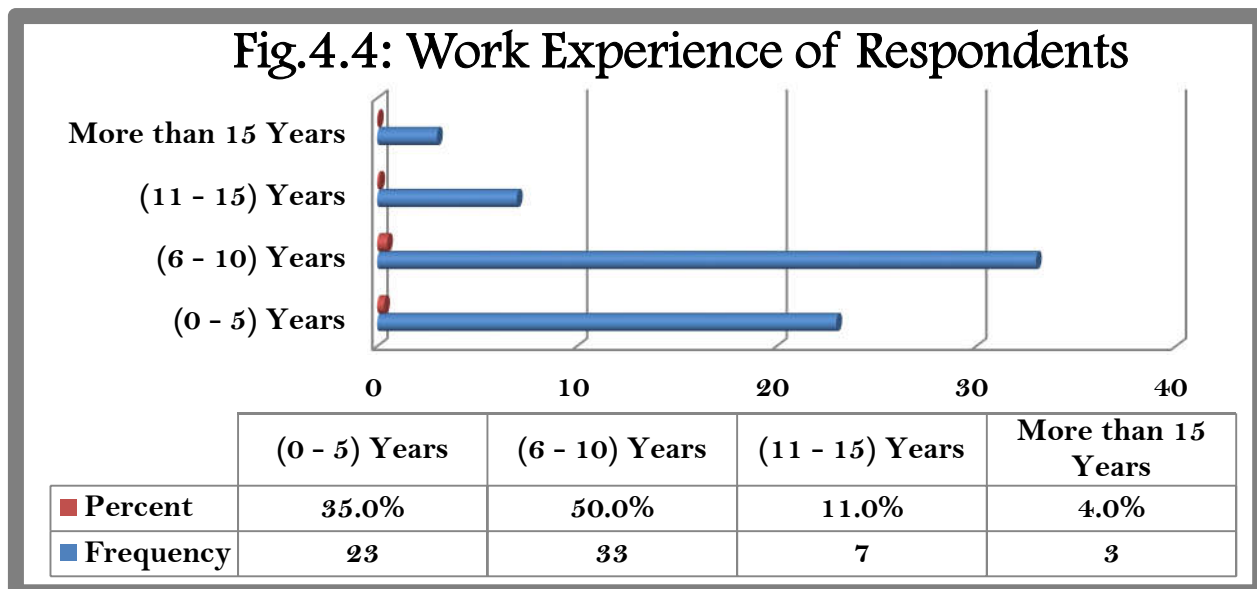
Source: Own Survey Data, 2017

D) INTERVIEWEES' PROFILE AS SORTED BY EDUCATIONAL QUALIFICATION:



Source: Own Survey Data, 2017

E) INTERVIEWEES' PROFILE AS SORTED BY WORK EXPERIENCE:



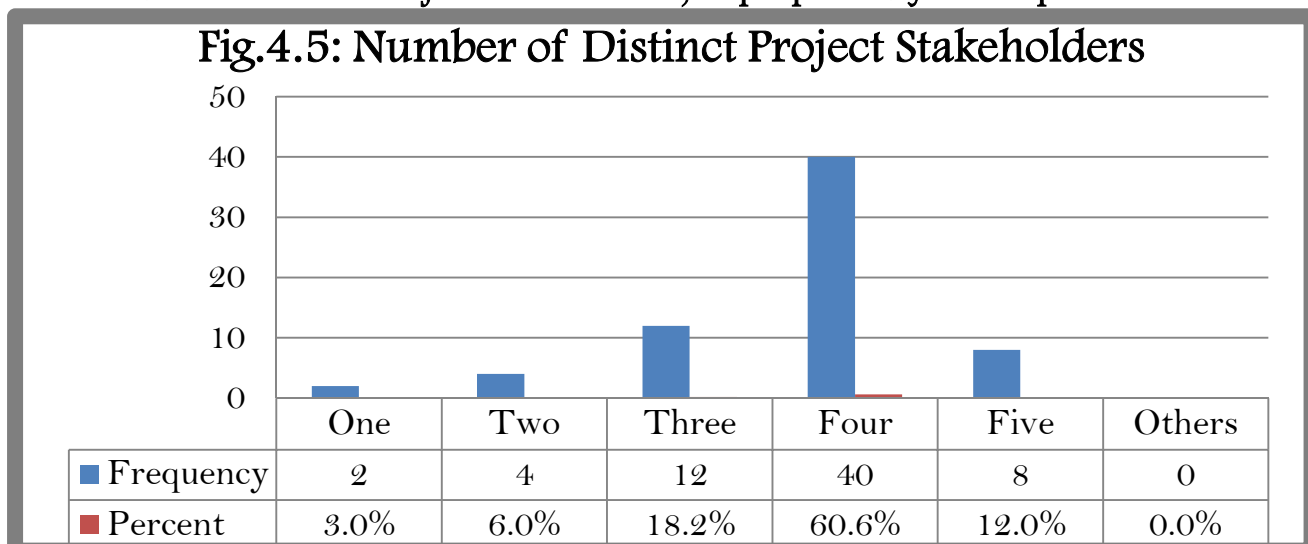
Source: Own Survey Data, 2017

4.3) ANALYSIS OF DATA:

In this section the data collected using various data collection tools, as appropriate, are analysed in such a way as to offer strong elucidation to the research questions which the researcher aimed to answer at the outset of this research work. Some of these research questions the researcher sought to find answers to include: Who are the Stakeholders of a typical joint project?, Who are the major sources of finance for most joint projects?, Do project financing institutions set project requirements to be met by the performing institution?, Does the project management of the project performing institution acknowledge the importance of stakeholder management so as to enhance the propensity of realizing successful joint project execution? What challenges are there in managing stakeholders in the nominated NGOs?, What are the effects of employing poor stakeholder management protocols and what can be done to improve Stakeholder management and project management for that matter?

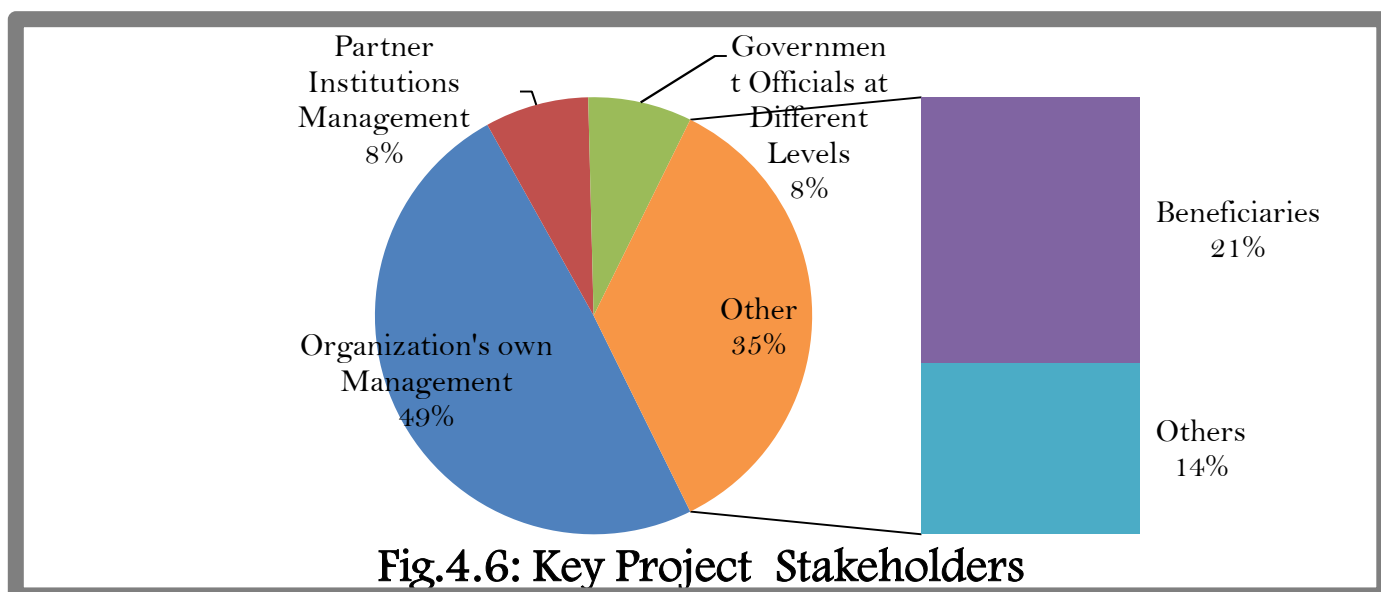
4.3.1) THE STAKEHOLDERS OF A TYPICAL JOINT PROJECT:

A) The number of Distinct Project Stakeholders, as proposed by the respondents:



Source: Own Survey Data, 2017

B) The diagram below discloses the major stakeholders of a typical joint project.



Source: Own Survey Data, 2017

C) The table below reveals how the 66 interviewees classified the following 12 likely stakeholders into stakeholders or not-stakeholders:

Table-4.2: Status of a range of likely stakeholders

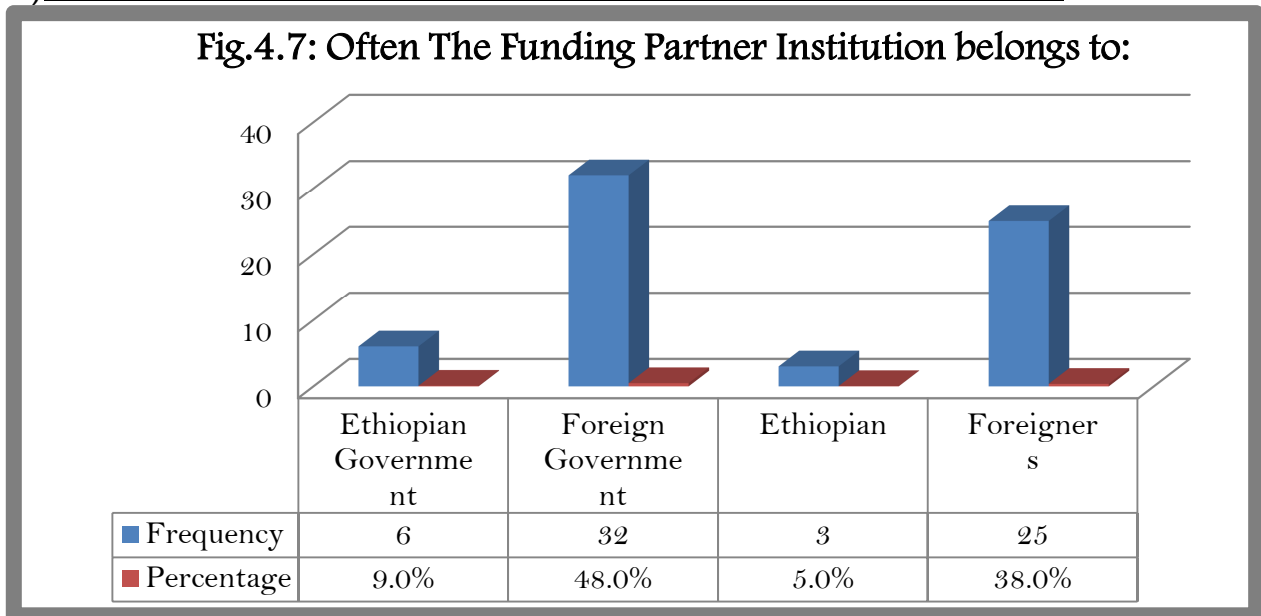
	Range of likely stakeholders	Status as a stakeholder or not (“Yes” or “No”)	
		Yes	No
1	Traditional/Local Authorities	50	16
2	Donors/Project Sponsors	63	3
3	Public Authorities	65	1
4	Project Partner Organization	40	26
5	Project Team	65	1
6	Clients/End Users	53	13
7	Contractors/ Consultants	48	18
8	Financial Institutions	18	48
9	Labour Unions	19	47
10	Media	30	36
11	Insurance Companies	16	50
12	Project Community	31	35

Source: Own Survey Data, 2017

DISCUSSION: As figure 4.5 revealed the maximum number of groups of stakeholders the interviewees suggested is five, and more than 60% of them suggested four different categories of stakeholders as an ideal number of distinct stakeholders to be considered in the stakeholder management efforts of any institution. The very important question to raise here is according to these interviewees if the maximum number of stakeholder groups is limited to five “Which groups of stakeholders are to be managed and which are to be ignored”. From the interviewees’ suggestion, in this regard, one can certainly conclude that if only four distinct stakeholders are to be considered, then the possibility of overlooking or ignoring one or more salient

stakeholders is very high. This, as a result, introduces substantial challenges in the stakeholder management effort/process of the institutions. Moreover, figure 4.6 disclosed that the most important stakeholders are the “performing organization’s own management” (which accounts for 49%) followed by “project beneficiaries” (accounts 21%). Finally, Table-4.2 displayed that the most likely stakeholder groups are “public authorities” and “project teams” while the most unlikely project stakeholder groups are “Insurance companies”, “Financial institutions” and “Labour unions” respectively.

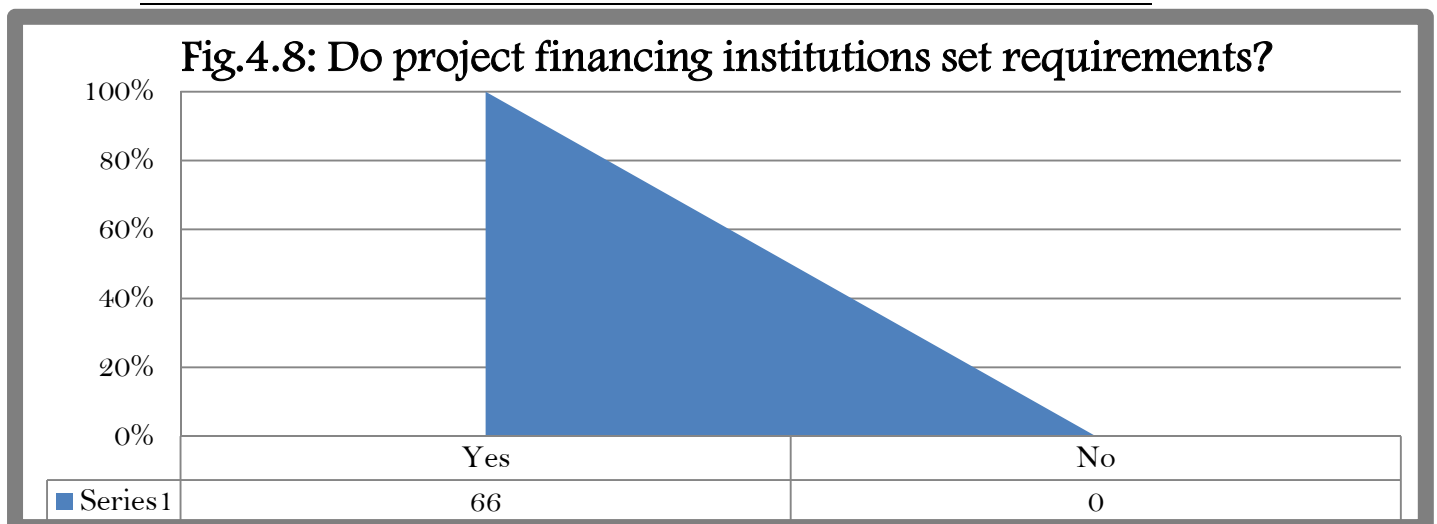
4.3.2) MAJOR SOURCES OF FINANCE FOR MOST JOINT PROJECTS:



Source: Own Survey Data, 2017

DISCUSSION: As the diagram above disclosed, the principal sources of finance for the projects are foreign governments and foreign citizens. These finance sources account for 86% of the finance sources. Thus, it is only the remaining 14% of the money that comes from the government of Ethiopian and Ethiopians. This finding/discovery has so many important implications about the composition of stakeholders for these projects. More explicitly, foreigners are likely stakeholders of most joint projects.

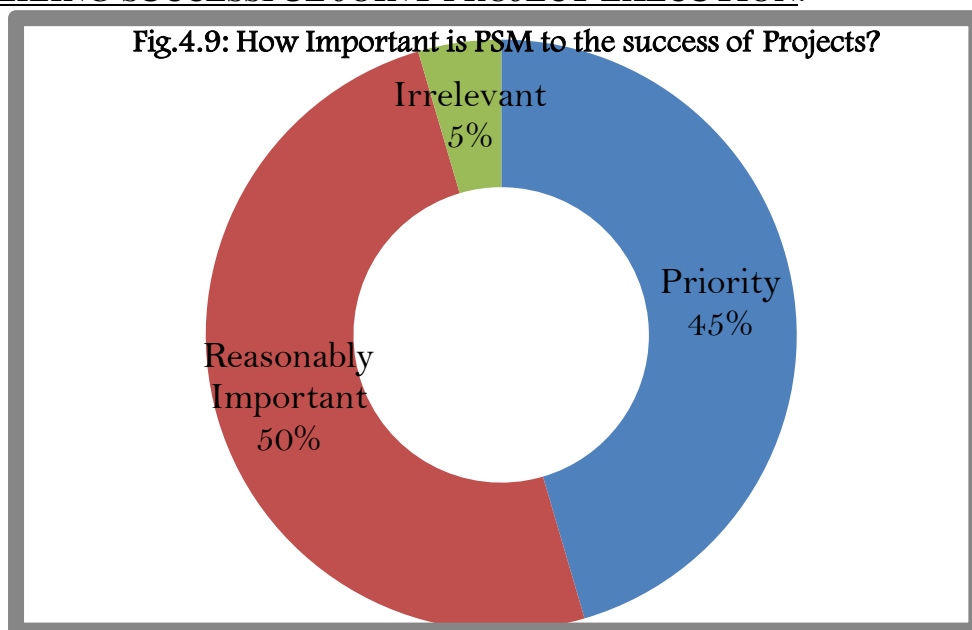
4.3.3) DO PROJECT FINANCING INSTITUTIONS SET PROJECT REQUIREMENTS TO BE MET BY THE PROJECT PERFORMING INSTITUTION?



Source: Own Survey Data, 2017

DISCUSSION: Figure 4.8 evidently asserted that project finance sources have their own interests which they expect the project performing institution to fulfill so that the fund is eventually released. Therefore, the release of the fund promised to run the project is conditional which depends on how the project performing institution is responding to the interests or requirements of the financing parties. This, in turn, infers that project financing parties are active project stakeholders having their own interests. More importantly, taking all these into consideration, one can conclude that the performance or success of a project depends on how the project performing institution manages (responds to the needs of) its finance sources.

4.3.4) THE PROJECT MANAGEMENT’S PERCEPTION TOWARDS THE IMPORTANCE OF STAKEHOLDER MANAGEMENT SO AS TO ENHANCE THE PROPENSITY OF REALIZING SUCCESSFUL JOINT PROJECT EXECUTION:



Source: Own Survey Data, 2017

DISCUSSION: As shown in the diagram above, 95% of the respondents acknowledged the importance of stakeholder management to enhance the propensity of realizing successful joint project execution. In addition, it came out during a focus group discussion with frontline project staffs that what matters most is the performing institutions past history. According to this discussion, there are NGOs identified as loyal to the society by both the government and the society. For these institutions, what is most important is the finance source. Once the fund needed to perform the project is secured; all other stakeholders are very likely to cooperate with the performing institution irrespective of how they are managed.

4.3.5) CHALLENGES IN MANAGING STAKEHOLDERS IN THE NOMINATED NGOs:

Table-4.3: Likely Challenges in Managing Stakeholders:

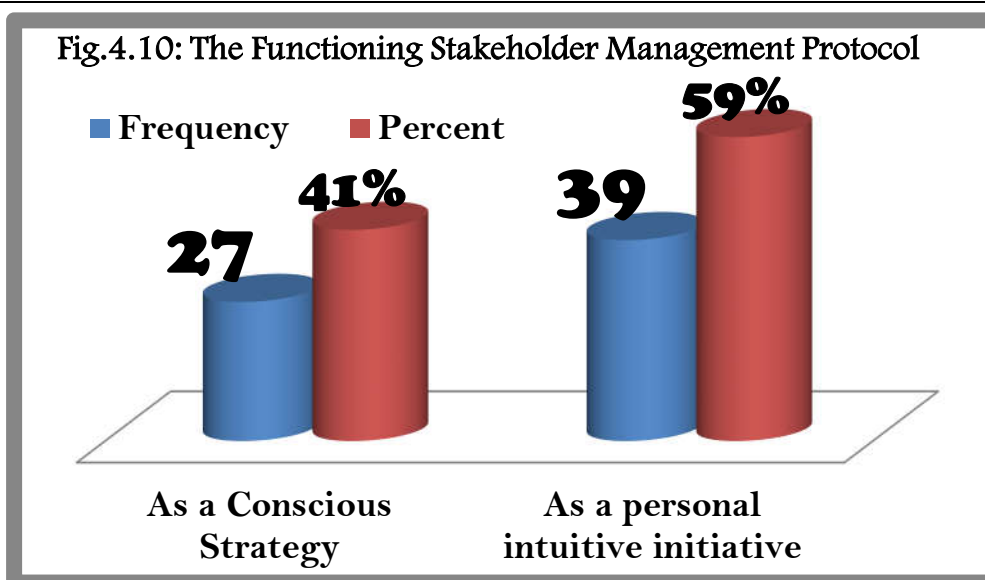
LIKELY CHALLENGES IN MANAGING STAKEHOLDERS (Multiple answers)	“Yes”	“No”
Failure to identify all relevant stakeholders	63%	37%
Late identification of stakeholders’ interest	96%	4%
Conflicting requirements of stakeholders	100%	0%
Poor engagement of stakeholders	79%	21%
Incompatible interests of partners in the joint projects	100%	0%

Cause for concern attitude (or perception) of senior managers pertaining to the need to manage stakeholders	54%	46%
Unharmonious socio-cultural backgrounds, goals and strategies of partners	100%	0%
Absence of support from project sponsors to the project manager in his/her way to execute appropriate stakeholders management protocol	73%	27%
Others	95%	5%

Source: Own Survey Data, 2017

DISCUSSION: The data summarized in the table above disclosed that 100% of the respondents identified “Conflicting requirements of stakeholders”, “Incompatible interests of partners in the joint projects” and “Unharmonious socio-cultural backgrounds, goals and strategies of partners” as challenges in managing stakeholders. Being identified by 96% of the respondents “Late identification of stakeholders’ interest” follows as another challenge. Please note that “Conflicting requirements of stakeholders, as used in this study” refers to project scope related needs of stakeholders whereas “Incompatible interests of partners in the joint projects” refers to such interests of the partner institution as building one’s own image, and get recognition by the project beneficiaries against the will and interest of the other partner. At last, the above scheme of challenges also revealed that project stakeholder management is a battle wherein diverse and unable to get along concerns are made to go together, on the side of the project manager.

4.3.6) IS STAKEHOLDER MANAGEMENT DONE AS A PERSONAL INTUITIVE INITIATIVE OR BASED ON A CONSCIOUS STRATEGY FOR DOING SO?

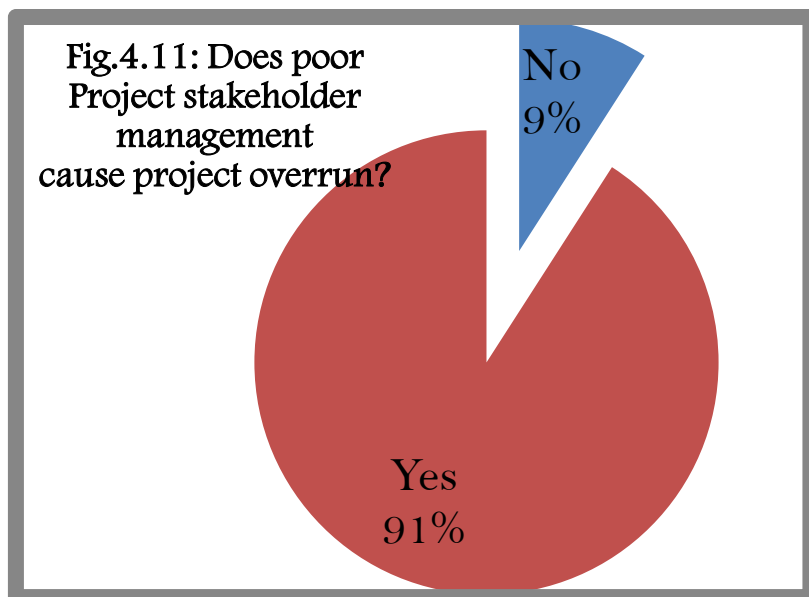


Source: Own Survey Data, 2017

DISCUSSION: As portrayed in the diagram above, 59% of the respondents answered that stakeholder management is done at individual level based on individuals’ own determination. From this data one can also conclude that the stakeholder management efforts of individuals are not coordinated at institutional level. This, without doubt, undermines the stakeholder management efforts and the potential benefits which could have been harvested had it been carried out in an organized manner.

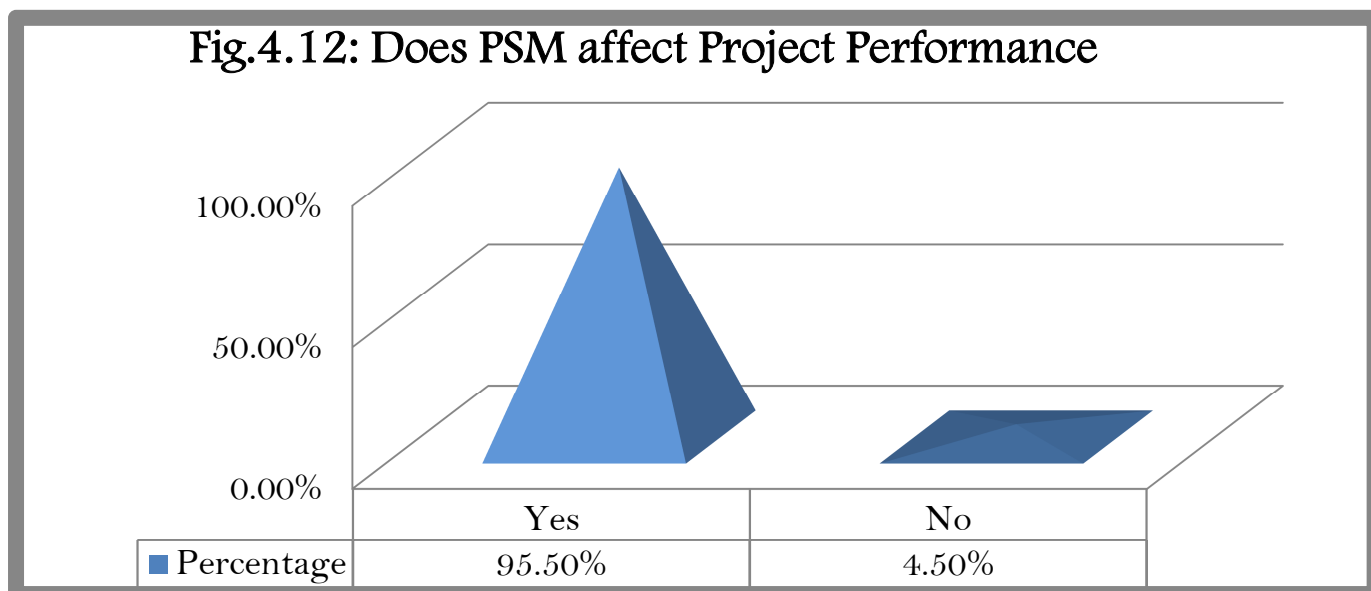
4.3.7) EFFECTS OF EMPLOYING POOR STAKEHOLDER MANAGEMENT PROTOCOLS:

A) Does deprived project stakeholder management protocol cause project overrun?



Source: Own Survey Data, 2017

B) Does Project Stakeholder Management affect Project Performance?



Source: Own Survey Data, 2017

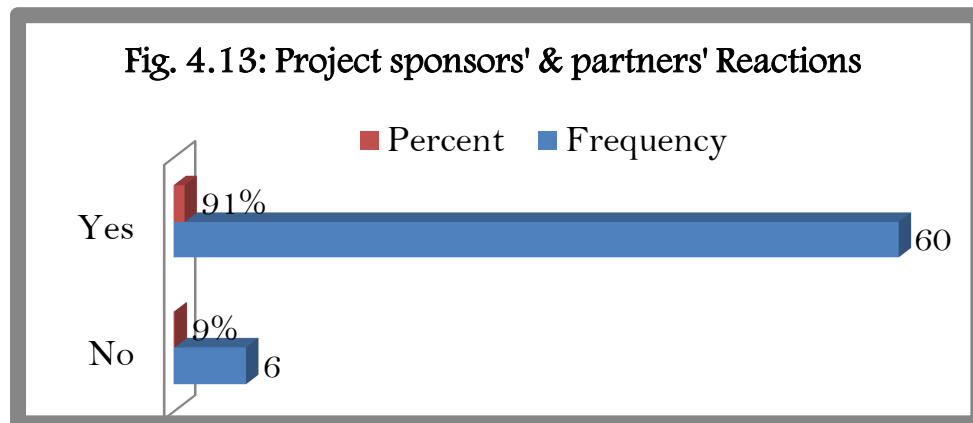
C) Do Project sponsors & partners care about how your institution manages them?

Table-4.4: Project Sponsors and Partners expectations:

		Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12.1	12.1
	Disagree	22.7	34.8
	Not Sure	24.2	59.1
	Agree	31.8	90.9
	Strongly Agree	9.1	100.0
Total		100.0	

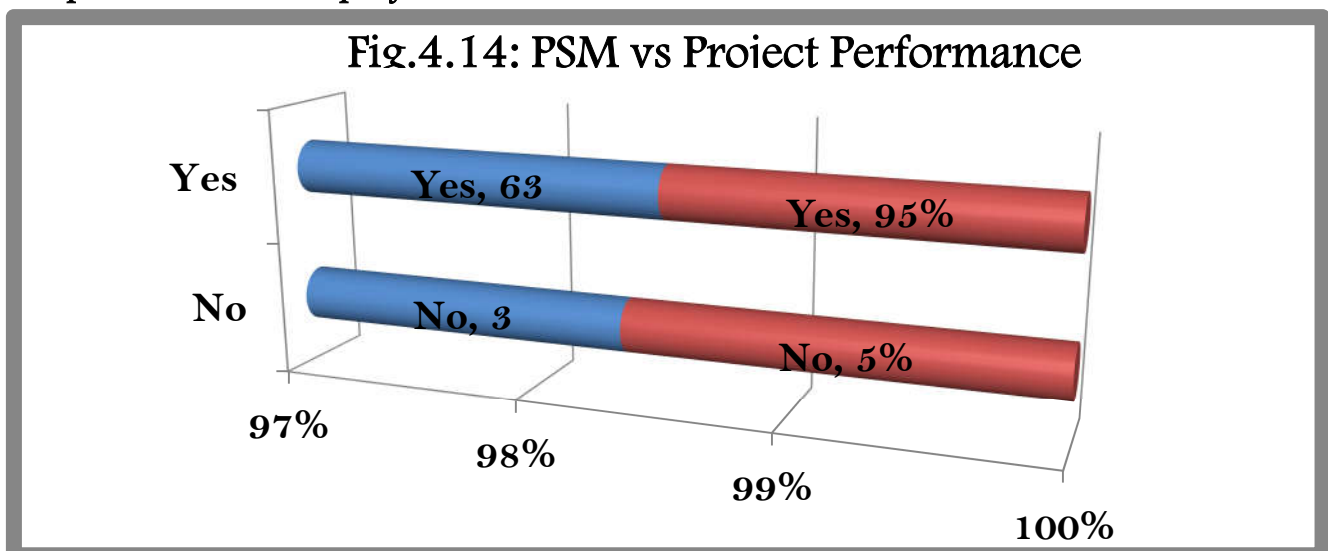
Source: Own Survey Data, 2017

D) Does Project sponsors' and partners' reactions for your institution's deprived Project Stakeholder Management Protocol have destructive financial implication?



Source: Own Survey Data, 2017

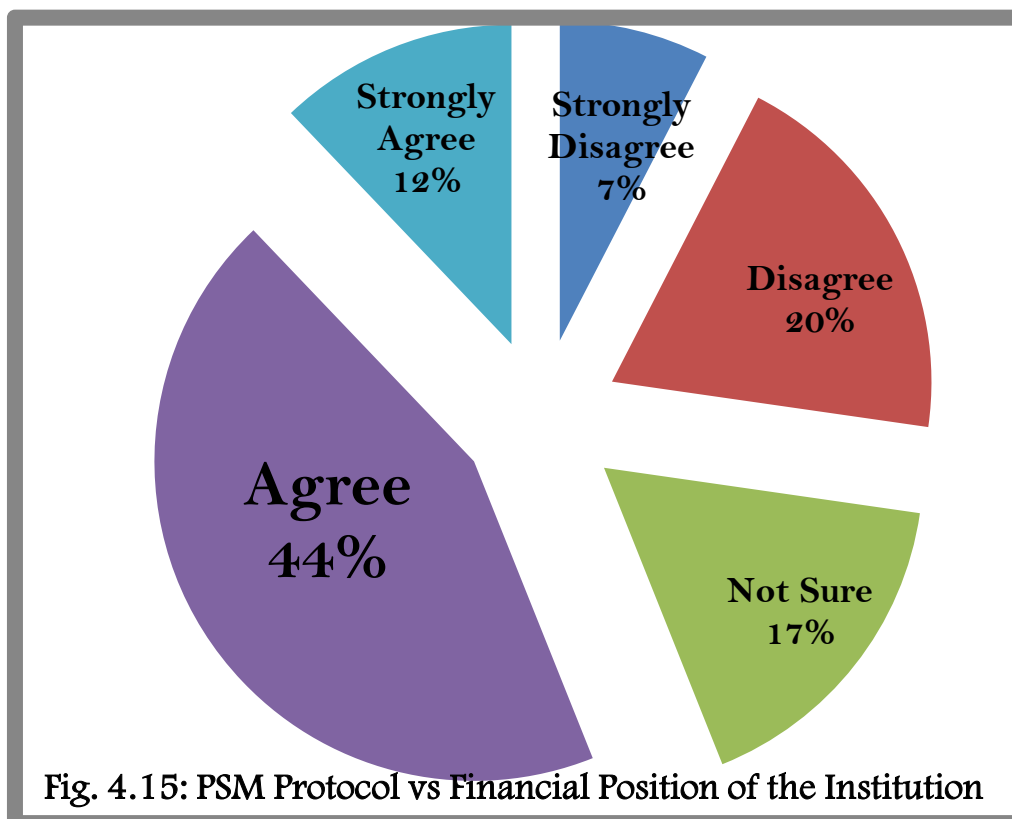
E) Do you think Project Stakeholder Management (PSM) can make a difference in the performance of a project?



Source: Own Survey Data, 2017

DISCUSSION: Making use of the above charts and tables, the effects of employing a poor stakeholder management protocol are summarized as stated below. As depicted on Figure 4.11, 91% of the respondents answered that deprived project stakeholder management protocol is likely to cause project overruns (both cost and schedule overruns). Likewise, as revealed by figure 4.12, 95.5% of the respondents asserted that project stakeholder management affects project performance; however; the respondents have mixed perception concerning whether project sponsors and partners care about how they are managed by the project performing institution. On the other hand, 91% of them stated that poor Project Stakeholder Management (PSM) protocol has destructive financial implication on the financial position of the performing institution. Generally, 95% of the respondents answered that PSM makes a difference in the performance of projects (you may see figure 4.14). To sum up, the use of a deprived PSM protocol is very costly. Its use costs institutions project overruns (in the short-run) and grave financial complications in the long-run. Eventually, sooner or later, this forces the institution to tremendously compromise its project performance.

4.3.8) THE EFFECT OF THE STAKEHOLDER MANAGEMENT PRACTICE OF THE PERFORMING ORGANIZATION ON ITS SUBSEQUENT FINANCIAL POSITION:



Source: Own Survey Data, 2017

DISCUSSION: As shown on figure 4.15, well above average of the respondents agree that the project stakeholder management protocol employed by project performing institutions affects the subsequent financial position of the institutions. Perhaps this is because both of the NGOs investigated in this study rely on donors as their principal sources of finance. Yet, on account of this, their finance sources are conditional. More explicitly, donors release the finance required to undertake future projects if and only if they were happy with the way they were managed during previously performed projects. Also the declining donor commitment perhaps is one of the killer challenges that threaten the very existence, survival and sustainability of the sector as much of the work in the sector is highly donor reliant, to the extent that certain projects will simply not grow beyond their conception stages without donors support. Altogether, the project management protocol employed by project performing institutions has the potential to determine the future fate of the institutions by means of defining the institutions forthcoming relationships with present and potential donors. Therefore, it can be concluded that the prospective institutional affiliations and future project performing capacities of institutions is only as good as their project stakeholder management protocol. To be precise, good quality Stakeholder Management Protocol infers high inflow of finance for subsequent projects.

4.3.9) THE MOST IMPERATIVE SUCCESS FACTORS FOR JOINT PROJECTS' STAKEHOLDER MANAGEMENT AND HOW THEY COULD BE USED TO IMPROVE THE STAKEHOLDER MANAGEMENT PRACTICES:

Table-4.5: Most imperative success factors for joint PSM

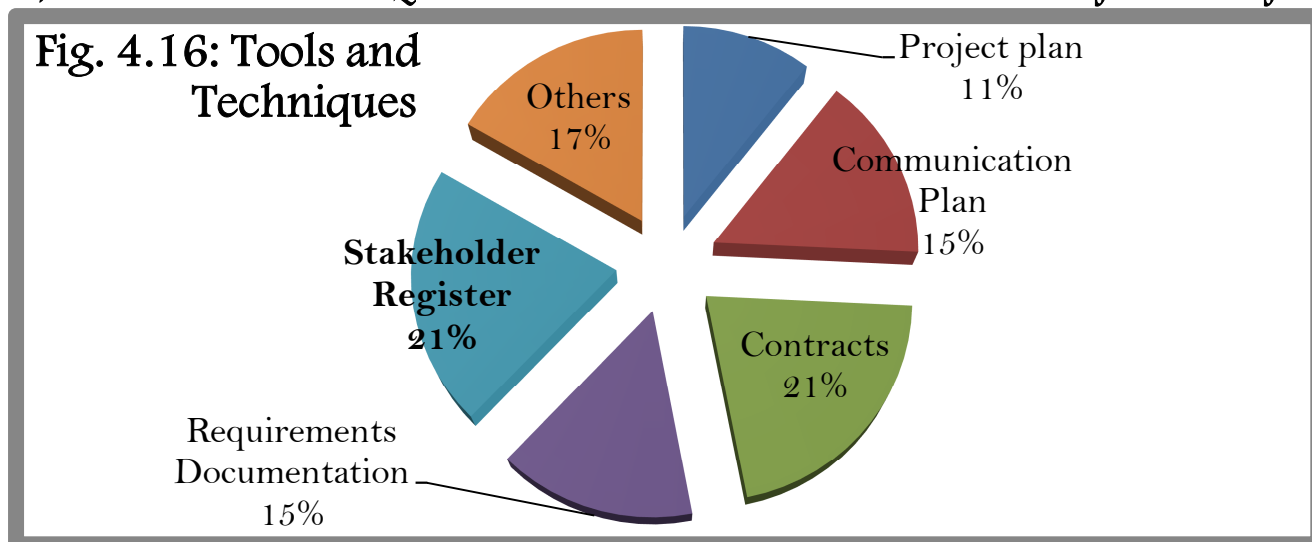
SUCCESS FACTORS	FREQUENCY	PERCENT
Has no formula	3	4.54%
Organizational Harmony	6	9.09%
Communication Plan	6	9.09%
Financial Position	1	1.51%
Hands on Experience	13	19.69%
Ability to Handle Unexpected project Issues	20	30.30%
Managements' Support	6	9.09%
High Quality Human Capital	8	12.12%
Others	3	4.54%
Total	66	100%

Source: Own Survey Data, 2017

DISCUSSION: Here respondents were asked to state one and only their most important success factor required for smooth joint project stakeholder management. In response to this question, the target respondents offered the above list of success factors. The data collection process for this part of the study was carried out by means of both questionnaire and focus group discussions. Here it is worth to mention that the researcher has noticed that most of the focus group participants were truly challenged to pick their most important success factor out of several success factors they raised during the focus group discussion. To conclude, the table above disclosed that the “Ability to Handle Unexpected Project Issues” was mentioned as the most important success factor by 30.30% of the respondents. At last, 100% of the respondents suggested that perpetual and observant utilization of these success factors could improve the stakeholder management protocol.

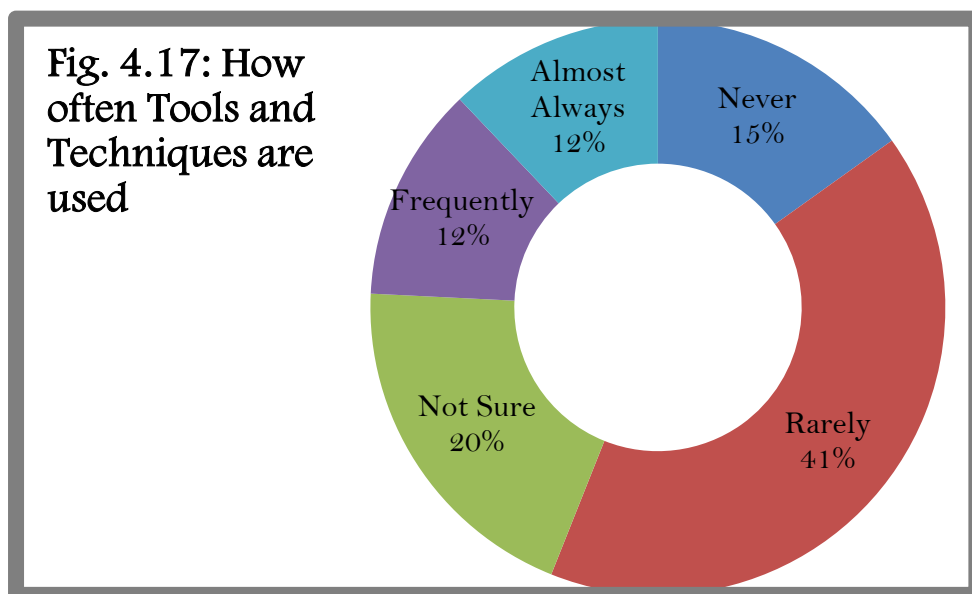
4.3.10) THE TOOLS AND TECHNIQUES FOR STAKEHOLDER MANAGEMENT OF JOINT PROJECTS:

A) TOOLS AND TECHNIQUES FOR STAKEHOLDER MANAGEMENT IN JOINT PROJECTS:



Source: Own Survey Data, 2017

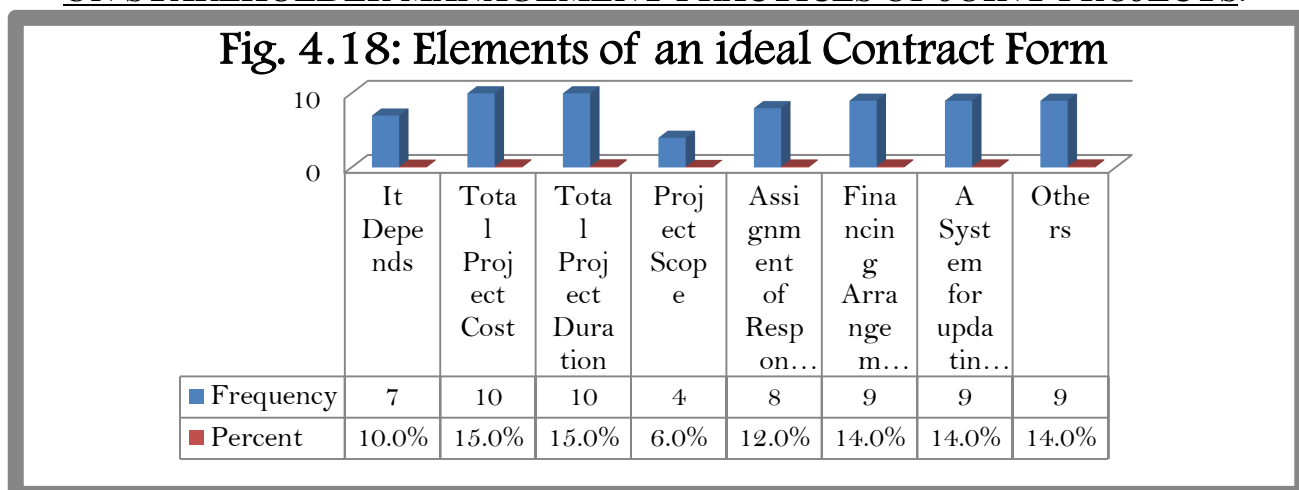
B) HOW FREQUENTLY ARE THE ABOVE TOOLS AND TECHNIQUES USED?



Source: Own Survey Data, 2017

DISCUSSION: Collectively 83% of the respondents nominated “Stakeholder Register”, “Contract Forms”, “Requirements Documentation”, “Communication Plan”, and “Project Plan” as tools and techniques to be utilized in the stakeholder management of joint projects. The remaining 17% of them identified wide-ranging items as tools and techniques. But most senior project staffs picked “Communication Plan” as the most important tool in the stakeholder management practice. As per some of these project personnel, usually failure to develop a comprehensive communication plan at the outset of a project is much more costly than what it takes to directly tackle some of the issues which arise because of various communication problems. Therefore, they say, communication plan is worth preparing in the early development stages of every project. Furthermore, figure 4.17 shows that despite their importance, these tools and techniques (including communication plan) are not in use as they should be. Simply put, these tools & techniques are disregarded by most project personnel notwithstanding their importance. However, during focus group discussions, virtually all project staffs did acknowledge that project stakeholder management is only as good as how often and suitably these tools and techniques are used.

4.3.11) THE EFFECT OF CONTRACT FORMS OR CONTRACT ADMINISTRATIONS ON STAKEHOLDER MANAGEMENT PRACTICES OF JOINT PROJECTS:



Source: Own Survey Data, 2017

DISCUSSION: The basic elements of an ideal contract, in the view of respondents, are displayed in figure 4.18 above. Some of these elements plainly determine the stakeholder management protocol because the protocol (when needed) is amended to take contractual agreements into account. For example, “Assignment of responsibility, 12%” and “A System for updating progress report, 14%” have been mentioned as elements of an ideal contract form; however; more often than not these are part of project stakeholder management protocols employed by most project managers. Therefore, contract forms or contract administrations do affect stakeholder management protocol of joint projects through defining/determining the contents of the protocol.

4.4) **ENRICHING ATTENTION WORTHY FINDINGS/OBSERVATIONS:**

WHAT IS/ARE THE BASES FOR YOUR STAKEHOLDER IDENTIFICATION?

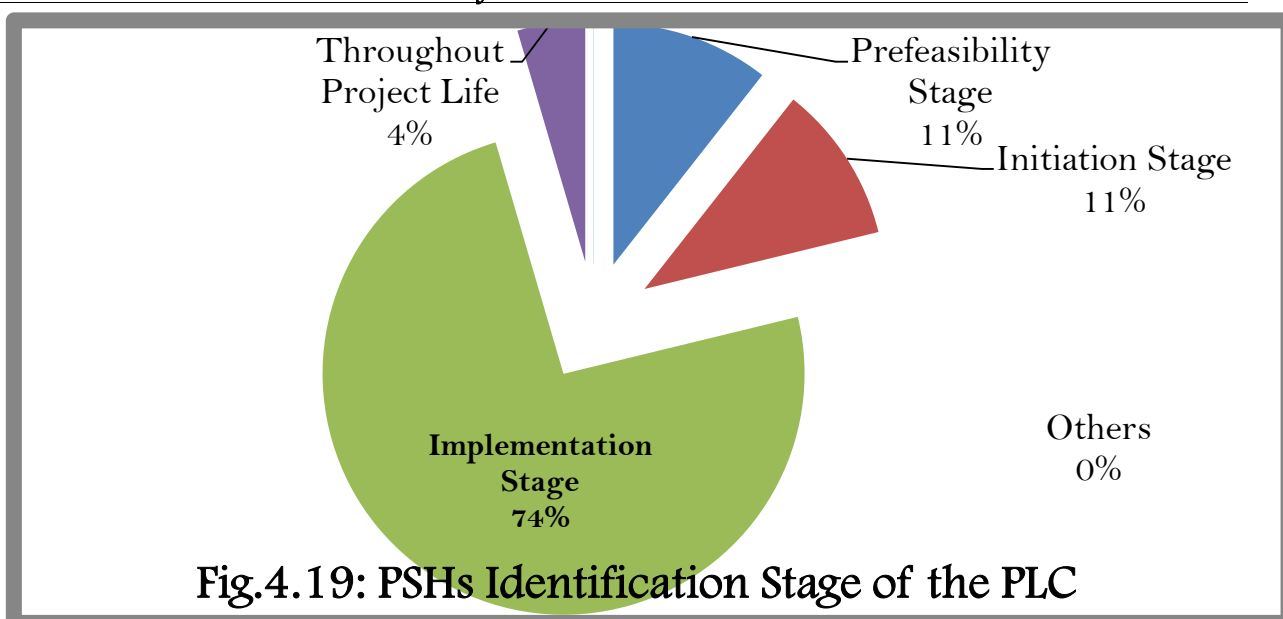
Table-4.6: Bases of Stakeholder Identification

Bases of Stakeholder Identification					
Bases of Identification	Influence	Interest	Mission & Vision	Geographical Location	Others
Percentage	56%	10.6%	6.1%	7.6%	19.7%

Source: Own Survey Data, 2017

DISCUSSION: The table above plainly articulates that 56% of the respondents accredited “Influence” as their basis of stakeholder identification. On the other hand, the other three critically important basis of stakeholder identification (“Interest”, “Mission and Vision”, and “Geographical Location”) were acknowledged only by 10.6%, 6.1%, and 7.6% of the respondents respectively. Accordingly, we can see that “the ability to influence” is more important than the combination of all other bases of stakeholder identification. Therefore, making use of this data, one can conclude that very critical stakeholder identification bases such as “Interest”, “Mission”, and “Location” were not given the level of attention they deserve in the stakeholder identification process. **As a result, the possibility of disregarding key project stakeholders such as those having interest in the project & the local community (as shown by 7.6% for Geographical location) is very likely.**

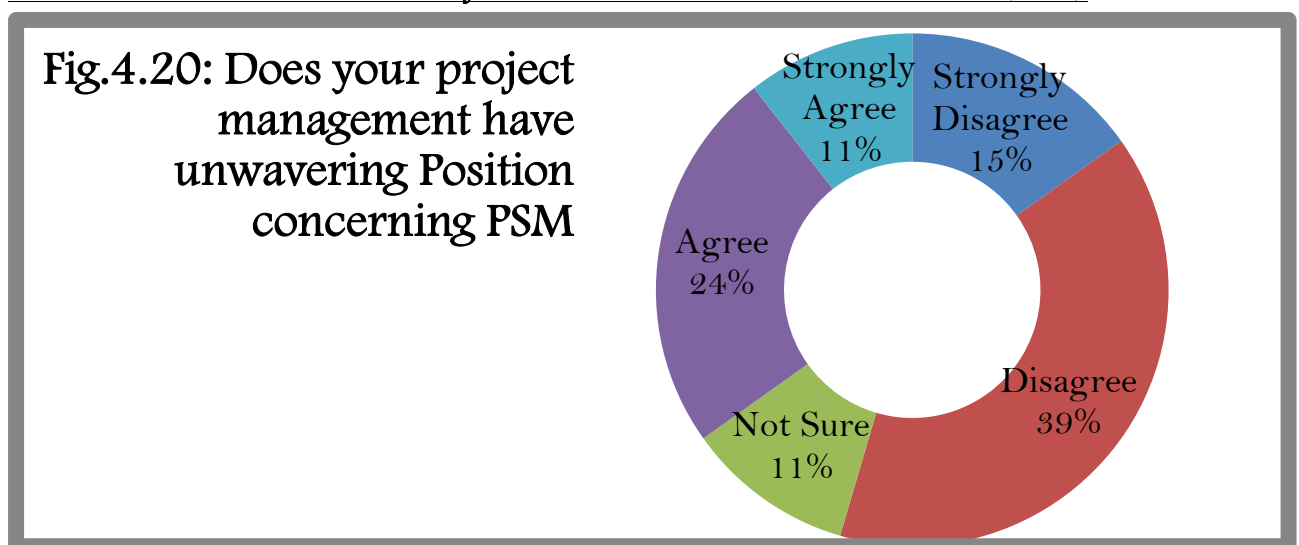
AT WHICH STAGE OF YOUR PROJECT LIFE-CYCLE DO YOU IDENTIFY STAKEHOLDERS?



Source: Own Survey Data, 2017

DISCUSSION: Theoretically all relevant stakeholders should be identified in the earliest possible stage of a project. This enables the stakeholders to contribute their part for the successful completion of the project during its entire lifecycle. However, what has been disclosed in Fig.4.19 above is very shocking. As shown in the figure, 74% of the respondents answered that the act of identifying stakeholders is done during the implementation stage of the project. This finding is an indication of a very serious problem since stakeholder identification needs to be performed beginning from the conception of the project instead of waiting until its implementation stage. More explicitly, attempting to identify stakeholders in the implementation stage of a project is intolerable by all means since it is too late to correct mistakes, and many other potential benefits might have also been missed.

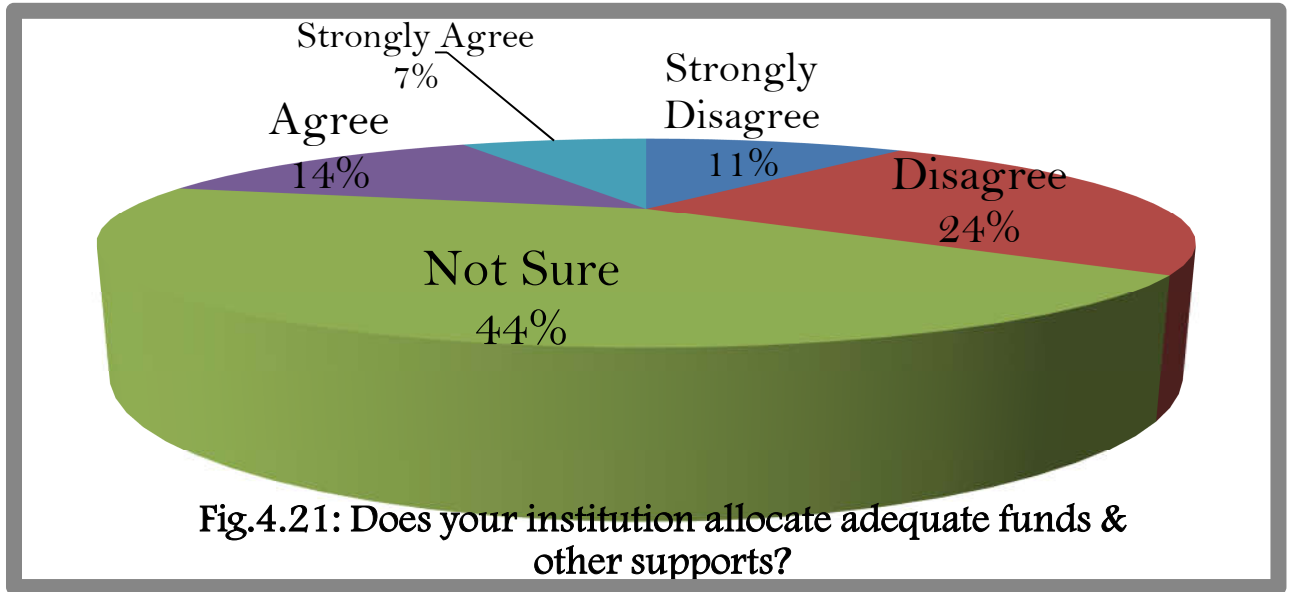
■ DOES YOUR PROJECT MANAGEMENT PLACE DUE EMPHASIS & HAVE UNWAVERING POSITION PERTAINING TO PROJECT STAKEHOLDER MANAGEMENT (PSM)?



Source: Own Survey Data, 2017

DISCUSSION: Well above average (54%) of the respondents stated that their project management doesn't seem to care about its PSM practice. These respondents affirm that their project management's attitude towards stakeholder management is conditional. During a focus group discussion, they asserted that their project management puts its effort to manage a given stakeholder only when it considers the particular stakeholder to be worthwhile. Afterwards, if the management think this stakeholder is no more important for the project, it disregards the stakeholder notwithstanding future possible affiliations with it. The participants of the focus group discussion continue, this stakeholder management trend on the side of the management is very damaging; and places a very serious stumbling block for future partnerships and teamworks. According to this discussion, if a given stakeholder is made to contribute to a certain project and is then abandoned by the project management when thought to be no more important, this stakeholder will not be willing to cooperate with this project team in the future. Therefore, this practice places hindrance for future partnerships since stakeholders may lose confidence on the management. To conclude, the management's position on project stakeholder management (PSM) is very wavering and unreliable.

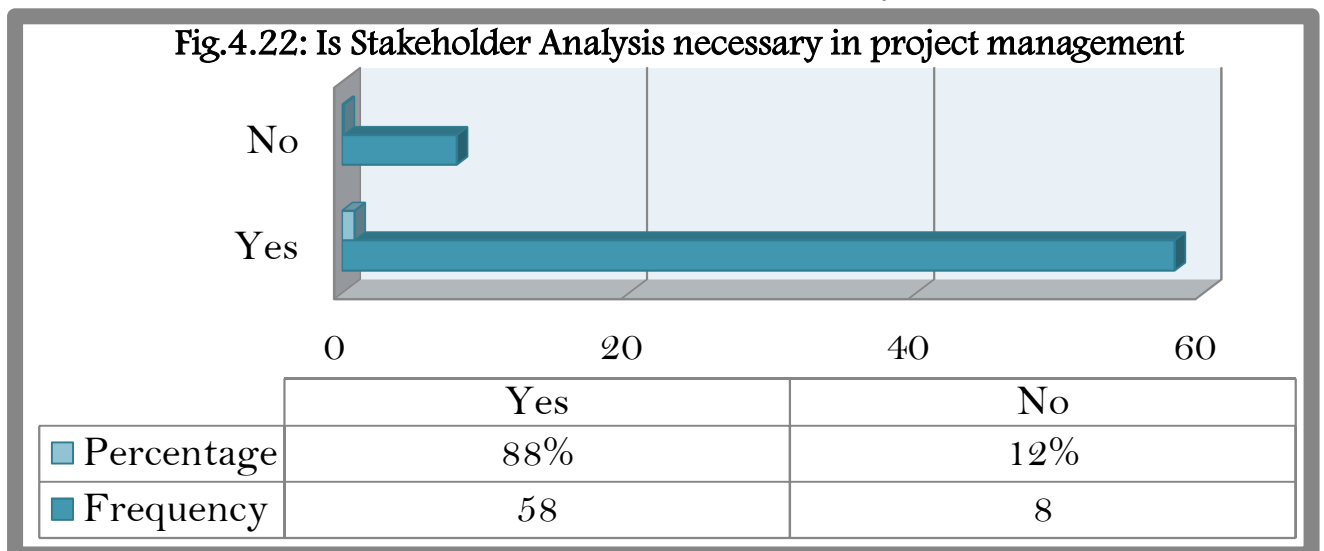
DOES YOUR ORGANIZATION ALLOCATE ENOUGH FUNDS, TECHNICAL TOOLS, EXPERTS, AND SKILLED PERSONNEL FOR IMPROVING PROJECT STAKEHOLDER MANAGEMENT?



Source: Own Survey Data, 2017

DISCUSSION: It is a sheer fact of the reality on the ground that a stakeholder management protocol should be backed-up by all the inputs it requires for its smooth accomplishment. Besides, the researcher of this study believes that a stakeholder management protocol is only as good as the financial and non-financial inputs allocated to it. Accordingly, Fig.4.21 above revealed that most project stakeholder management efforts are not being supported by the allocation of adequate funds and other non-financial offerings. To make the matter even worse, it is only 21% of the respondents who granted the adequate allocation of these inputs.

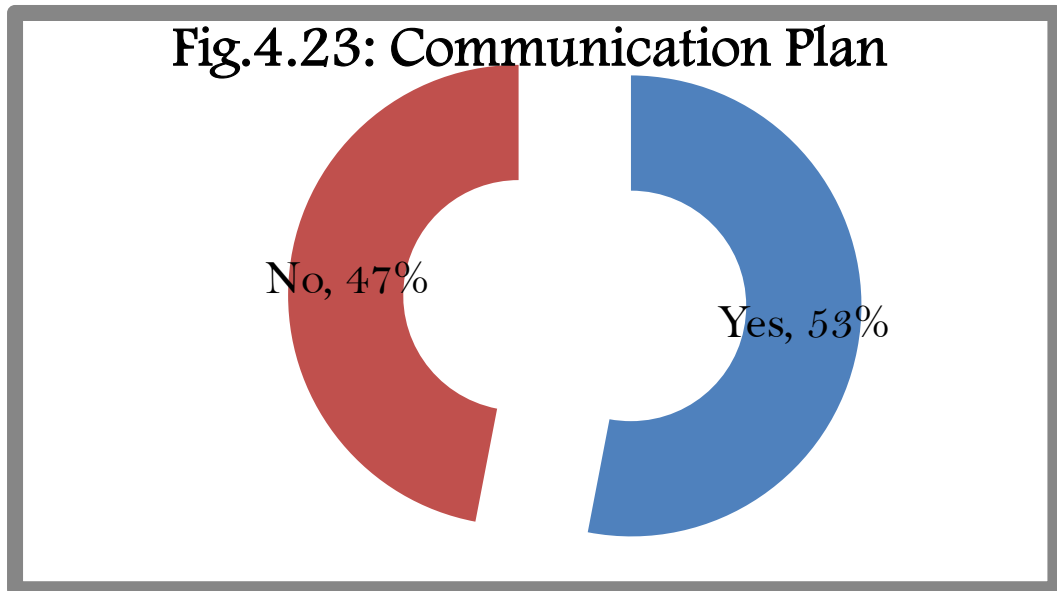
DO YOU FIND STAKEHOLDER ANALYSIS NECESSARY IN PROJECT MANAGEMENT?



Source: Own Survey Data, 2017

DISCUSSION: As shown on Fig.4.22 above, surprisingly 12% of the respondents involved in this study do not consider stakeholder analysis necessary in project management. This group of respondents declared that what is really important is the finance/money; if you have money everybody is your partner no matter how you manage them.

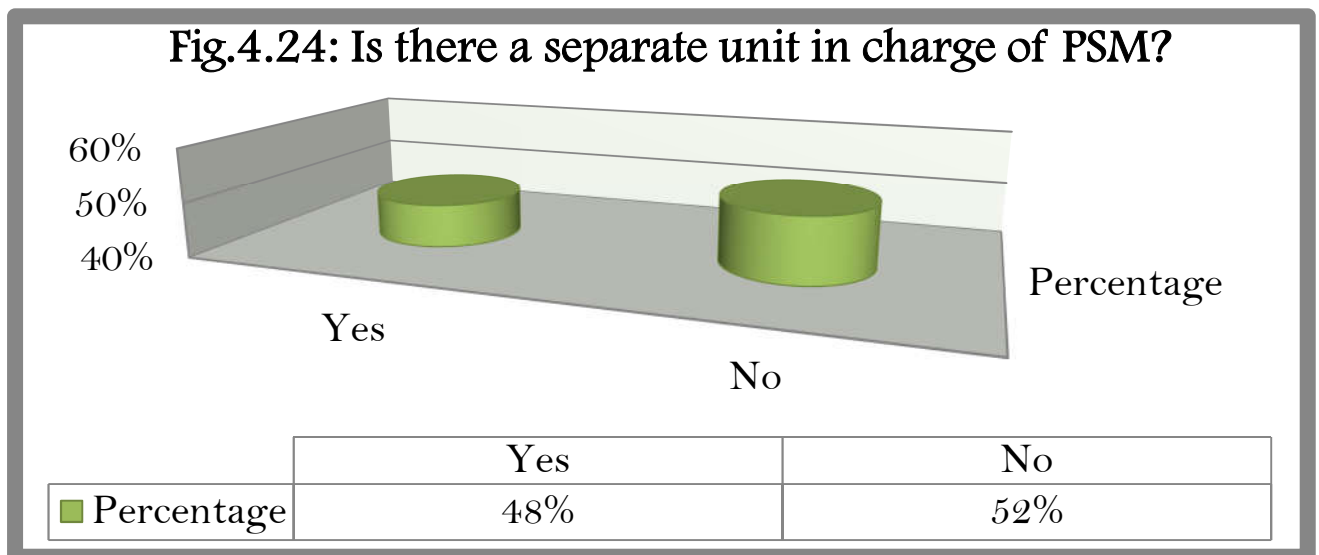
IS COMMUNICATION PLAN PART OF YOUR STAKEHOLDER MANAGEMENT PROCESS?



Source: Own Survey Data, 2017

DISCUSSION: The researcher of this study believes that the greatest threat for many projects is failure to communicate. Communication among the various people and organizations involved in a project is indispensable for the success of the project. This is because communication is a system for effectively integrating the efforts of various project participants and thereby for facilitating the project management & system development processes. Despite the aforementioned importance of communication; however; 47% of the study respondents answered that communication plan is not part of their stakeholder management process.

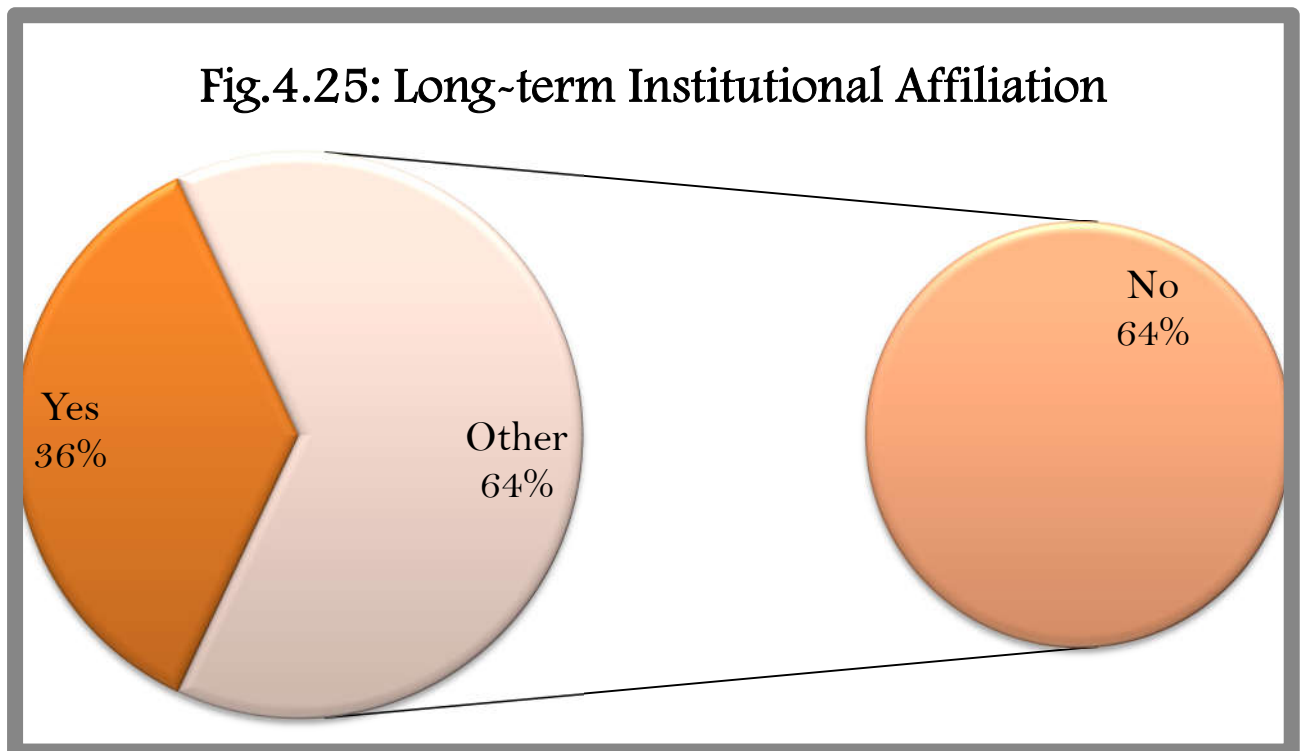
IS THERE A SEPARATE UNIT IN YOUR INSTITUTION THAT IS RESPONSIBLE FOR STAKEHOLDER MANAGEMENT (MANAGING RELATIONSHIPS & COMMUNICATIONS)?



Source: Own Survey Data, 2017

DISCUSSION: Out of the two designated NGOs examined in this study, one of the NGOs has a separate unit within it exclusively taking charge of the stakeholder management function. But, surprisingly the researcher noticed that some of the project staff nominated from this institution either do not recognize the unit or they do not think it is properly functioning. (See Fig.4.24 above)

DOES YOUR INSTITUTION HAVE ANY LONG-LASTING INSTITUTIONAL AFFILIATION (LINK, MEMBERSHIP, ATTACHMENT, PARTNERSHIP, ETC) WITH ANY OTHER INSTITUTION?



Source: Own Survey Data, 2017

DISCUSSION: As the data summarized on Fig.4.25 above portrayed, 64% of the respondents believe that their institution does not have long term institutional affiliation with any other institution. Here it is worth to note that “Long-term affiliation”, as used in this study, refers to partnership or collaboration on more than two (at least three) distinct projects. In this regard, the researcher did also consulted secondary documents from both of the designated NGOs to see if there is any indication of such long-term institutional affiliation. Unfortunately, none of the secondary documents examined by the researcher to support the data collected by other means publicized long-term partnerships. However, some of the interviewees disclosed that even though none of the documents exhibited an institution that worked on more than two projects, some institutions they know did work or collaborate with their institution on more than two projects through, for example, its sister companies. But the researcher could not find out this from the secondary documents possibly because the agreements (of the first company and its sister companies) were entered in different names.

CHAPTER- FIVE

CONCLUSION AND RECOMMENDATION

In this section of the study concluding statements of the research presented in this paper are drawn, the research findings are discussed, and some recommendations for future researches in the area are made. As the final section of the paper, it provides the summary of the whole research work. It also discusses the major findings for the six research objectives (deliverables) set aside for contemplation in this study. Subsequently, the research problem has also been concluded by the development of the final recommendation theme. The chapter, then, presents the contributions and implications for the theory and practice of this research. Finally, the limitations of the research and recommendations for further research directions have been outlined.

5.1) CONCLUSION:

In brief, this research has provided a comprehensive investigation of stakeholder management in joint projects. It is understood that, the provision of quality stakeholder management protocol is imperative for institutions in general and projects in particular to be able to compete in a global level and direct their successful journey through long-term partnership and achieve their dreams in today's dynamic and highly integrated competition-oriented world. Accordingly, the researcher of this study believes that this research has the potential to lift awareness of this important issue. Furthermore, the factors identified by this study to have an effect on the quality of stakeholder management practice in joint projects can serve practitioners in the project sector as well as policy makers at different levels as a useful guide/tool to stakeholder management assessments, and improvement efforts.

As per the findings of this study, more than 60% of the respondents stated four to be an ideal number of distinct stakeholder groups to manage, while 49% of them identified the "Project performing institution's own management" as the major stakeholder group of a typical joint project. Besides, "The Ability to Influence" appeared as a more important base of stakeholder identification than the combination of all other potential bases. The analysis of the research data also displayed that the most likely stakeholder groups are "public authorities" and "project teams", whereas the most unlikely project stakeholder groups are "Insurance companies", "Financial institutions" and "Labour unions" respectively.

On the other side of the story, the project management protocol employed by project performing institutions has the potential to determine the future fate of the institutions by means of defining the institutions forthcoming relationships with present and potential stakeholders, such as donors. Therefore, it can be concluded that the prospective institutional affiliations and future project performing capacities of institutions is only as good as their project stakeholder management protocol. To be more precise, good quality Stakeholder Management Protocol infers high inflow of finance for subsequent projects.

The findings of this research also disclosed that the project management examined in this study puts its effort to manage a given stakeholder only when it considers the particular stakeholder to be worthwhile. Afterwards, if the management think this stakeholder is no more important for the project, it disregards the stakeholder notwithstanding future possible affiliations with it. To conclude, the management's position on project stakeholder management (PSM) is very wavering and unreliable. To make the matter even worse, this research found out that most project stakeholder management efforts are not being supported by the allocation of adequate funds and other non-financial offerings.

Furthermore, the principal sources of finance for joint projects are foreign governments and foreign citizens. These finance sources account for 86% of the finance sources. This finding/discovery has so many important implications about the composition of stakeholders for these projects. More explicitly, foreigners are likely stakeholders of most joint projects. These project finance sources have their own interests which they expect the project performing institution to fulfill so that the fund is eventually released. Therefore, the release of the fund promised to run the project is conditional which depends upon how the project performing institution is responding to the interests or requirements of the financing parties. This, in turn, infers that project financing parties are active project stakeholders having their own interests. More importantly, taking all these into consideration, it can be concluded that the performance and success of a project depends on how the project performing institution manages (responds to the needs of) its finance sources. Likewise, the data analysis revealed that 95% of the respondents acknowledge the importance of stakeholder management to enhance the propensity of realizing successful joint project execution. Besides, "Conflicting requirements of stakeholders", "Incompatible interests of partners in the joint projects" and "Unharmonious socio-cultural backgrounds, goals and strategies of partners" are identified as major challenges in managing stakeholders. Furthermore, the use of a deprived project stakeholder management protocol has been identified to be very costly. Its use costs institutions project overruns (in the short-run) and grave financial complications in the long-run. Eventually, sooner or later, this forces the institution to tremendously compromise its project performance. On the other side of the story, the "Ability to Handle Unexpected Project Issues" was mentioned as the most important success factor by 30.30% of the respondents. Likewise, 100% of the respondents suggested that perpetual and observant utilization of these success factors could improve the stakeholder management protocol of joint projects. Finally, as one of the liabilities of the stakeholder management practice of the NGOs nominated in this study, 74% of the respondents quoted that the act of identifying stakeholders is done during the implementation stage of the project.

5.2) RECOMMENDATION:

Under this section of the study, two sets of recommendations have been forwarded as shown below.

RECOMMENDATIONS FOR ENHANCED STAKEHOLDER MANAGEMENT PROTOCOL:

- 1) In order to ensure enhanced stakeholder management practices, effective stakeholder involvement and management should be given priority right from project conception, and project designers should make sure that there is adequate budgetary provision for that.
- 2) A project work is a teamwork. In a teamwork, communication is perhaps the most important success factor since there is the need to build stronger collaborative relationship through continuous engagement and information sharing as well as harmonization of stakeholder plans at all levels. So as to facilitate the fulfilment of this strong need well-designed and appropriate communication plan should always be in place. Moreover, it should be prepared in the earliest possible development stage of every project.
- 3) Also there is a need to institutionalize the stakeholder management efforts of individuals in projects. With this in mind, projects should have separate organizational units entrusted with the complex task of project stakeholder management. The fellows (members) of the unit should come from all key actors especially from project beneficiaries and donors.
- 4) All relevant stakeholders should always be identified from project inception so that the maximum possible benefit can be achieved from these stakeholders.
- 5) Projects should design their stakeholder management protocol with long-term partnerships in mind with the aim of enjoying sustainable institutional affiliations.

RECOMMENDATIONS FOR FURTHER STUDIES IN THE FOCUS AREA OF THIS PROJECT:

- 1) As the study is limited to the most prominent Non-Governmental Organizations currently undertaking joint projects in Ethiopia, the researcher's first recommendation would be a replication of this study in different settings (which might include public institutions performing various developmental or construction projects in the country) to provide more interesting insights into inter-sector comparisons and intra-sector practices.

- 2) Research on cross-sector and cross-culture comparisons of stakeholder management protocols along with their project performance impacts would be the researcher's second recommendation for further studies.
- 3) Furthermore, the difference that a stakeholder management practice brings about on the success of projects in both the individual project's level and the performing institution at large (when a strong stakeholder community involvement in positive activities in the project and beyond is realized) would be the researcher's third recommendation for further studies.
- 4) Likewise, research on the "Perceptions" of internal stakeholders such as project managers compared with that of external stakeholders toward the importance of stakeholder management may offer interesting insights into the identification of underlying factors affecting the stakeholder management protocol. Alternatively, perhaps testing the premise or hypothesis that "Organizational cultures and norms have the propensity of molding their community's perception toward stakeholder management within their working environment" would be the researcher's fourth recommendation for further studies.
- 5) Finally, nowadays since there is a strong interest in adopting well-designed stakeholder management protocols of varies dynamism, a longitudinal study may be useful to provide further insights into the project management sector efforts, and whether this actually leads to a better quality of stakeholder management which produces a project team that is able to compete at international level.

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ANNEX/APPENDIX: QUESTIONNAIRE
QUESTIONNAIRE PROTOCOL AND SAMPLE RESEARCH QUESTIONS

Name of Institution:	Date:
Respondent's Department:	Responsibility/Position:

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The researcher, Ato Yehualashet Getahun, is a student of Masters of Arts in the Department of **Project Management** at Addis Ababa University School of Commerce. Ato Yehualashet is currently undertaking a comprehensive project on the theme of “**Project Stakeholders Management**” for which your institution is considered as a case to be investigated in depth. Stakeholder management is very fundamental to the work of project management in general and that of joint projects in particular. This is because their work affects and is in turn affected by many stakeholders whose interests and needs are potentially conflicting thereby posing some challenges to successful joint project management. This tool is, therefore, designed and shall be used to collect data that brings out the real challenges of stakeholder management in joint projects and how they impact on project management.

This questionnaire on the subject “*Evaluation of Project Stakeholders Management Protocol with a special focus on Joint Projects in Ethiopia*” has been designed with the objective of collecting information on the current and potential significance of project stakeholders management protocol adopted by selected project-driven institutions operating in Ethiopia. The researcher also strives to investigate the potential opportunities for improving joint partnerships between key project stakeholders in the country. The information to be collected will be treated in utmost confidentiality and will mainly be used for the purpose in which the study is intended. Your truthful and objective answers to the following questions will be highly appreciated and acknowledged. Thank you!!!

SECTION A: BACKGROUND INFORMATION ABOUT RESPONDENTS:

<u>No.</u>	<u>ITEMS</u>	<u>OPTION/DIMENSION</u>	<u>PUT (✓) MARK</u>
1	GENDER:	Male	
		Female	
2	AGE:	20-30 Years	
		31-40 Years	
		41-50 Years	
		51 Years & Above	
3	MARITAL STATUS:	Single	
		Married	
		Separated	
		Divorced	
		Widowed	
4	EDUCATIONAL QUALIFICATION:	PhD	
		Masters(2 nd Degree)	
		First Degree	
		Diploma	
		Below Diploma	
5	WORK EXPERIENCE (OVERALL):	0-5 Years	
		6-10 Years	
		11-15 Years	
		Above 15 Years	

SECTION B: PROJECT AND INSTITUTIONAL DESCRIPTION:

Please circle the letter that best reflects your answer to each of the following questions:

- 1) What is the Project structure of your organization?

A) Pure Project Organization	C) Matrix Project Organization
B) Functional Project Organization	

- 2) The Sponsoring or Funding/Financing Institution working on the designated joint project with your institution belongs to:

A) Ethiopian Government	C) Ethiopian Citizen/s
B) Foreign Government	D) Foreign Citizen/s

- 3) Do project financing institutions set project requirements to be met by the performing institution?

A) Yes	B) No
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- 4) What challenges are there in managing stakeholders in your institution? (Multiple answer is possible)
 - A) Failure to identify all relevant stakeholders and offering them the level of attention their deserve
 - B) Late identification of stakeholders' interest
 - C) Conflicting requirements of stakeholders
 - D) Poor engagement of stakeholders
 - E) Incompatible interests of partners in the joint projects
 - F) Cause for concern attitude (or perception) of senior managers pertaining to the need to manage stakeholders
 - G) Unharmonious socio-cultural backgrounds, goals and strategies of partners
 - H) Absence of support from project sponsors to the project manager in his/her way to execute appropriate stakeholders management protocol
 - I) Others (Please specify)

- 5) Project Description: (Please fill in the table below)

<u>PROJECT PARAMETER</u>	<u>DESCRIPTION</u>
Type of Project	
Project Name	
Project Partner	
The most important of Key Project Stakeholders	

- 10) How is stakeholder management done in your institution? (Please circle your choice)
- A) as a personal intuitive initiative
 B) Based on a conscious strategy for doing so
- 11) How do you identify your Stakeholders? (Please circle your choice)
- A) Project team brainstorming C) Snowballing (through peers)
 B) Stakeholder forums D) Other (Please mention)
- 12) At which stage of your project life-cycle do you identify stakeholders?
- A) Prefeasibility stage C) Initiation stage
 B) Implementation stage D) Throughout Project life E) Others
- 13) What is the operational meaning of the term stakeholder engagement in the context of stakeholder management in your organization?
- A) The process of working with stakeholders
 B) A two-way dialogue process between project management and stakeholders
 C) An event to let stakeholders know what is/should be expected from and by them
 D) Other (Please specify)
- 14) What do you think are the most imperative success factors for joint projects stakeholder management?
- 15) Please put a tick mark (√) in the box that best reflects your answer.

<u>Theme of Reference</u>	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Not Sure</u>	<u>Agree</u>	<u>Strongly Agree</u>
Project sponsors & partners care about how your institution manages them.					
Project sponsors' and partners' reactions for your institution's poor PSM has destructive Financial implication.					
Contract forms/administrations affect the PSM practice of joint projects					
The project management places due emphasis & has unwavering position pertaining to Project Stakeholder Management (PSM)					
Your organization allocates enough funds, technical tools, experts, and skilled personnel for improving Project Stakeholder Management (PSM)					

16) What is/are the bases for your stakeholder identification? (Please circle your choice)

- A) Influence
- B) Interest
- C) Mission and vision
- D) Geographical Location
- E) Other, please specify

17) What are the tools and techniques for stakeholder management in joint projects?

- A) Project plan
- B) Communication plan
- C) Contracts
- D) Requirements Documentation
- E) Stakeholder Register
- F) Others, please specify

18) **Yes or No questions.** (Please put tick marks in the appropriate column)

<u>Subject of decision</u>	<u>Yes</u>	<u>No</u>
Does your institution have any long-lasting institutional affiliation (link, membership, attachment, partnership, etc) with any other institution?		
Is there a separate unit in your organization that is responsible for stakeholder management (managing relationships and communications)?		
Is stakeholder analysis an activity you undertake as part of your project management processes?		
Do you find stakeholder analysis necessary in project management?		
Is communication plan part of your Stakeholder management process?		

19) Finally, what are the ideal attributes or elements of a contract form/administration for smooth PSM practices of joint projects? Please state.

Thank you very much for your time and valuable help!!!