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**Accessing the Practice and Challenge of Stakeholder Management in  
Ethiopian NGOs: In case of Three Roots International**

**HILINA THEODROS TADESSE**

**A RESEARCH PROJECT WORK SUBMITTED TO SCHOOL OF COMMERCE  
PRESENTED FOR PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF ARTS IN PROJECT MANAGEMENT**

**ADVISOR: WUBSHET BEKALU (PhD)**

**DEPARTMENT OF PROJECT MANAGEMENT  
SCHOOL OF COMMERCE  
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**JUNE 2023  
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## **DECLARATION**

I, the undersigned, hereby state that the effort enclosed in this project work is my own original work and that I have not formerly in its entirety or in part submitted at any university for a degree or diploma or other organization of advanced education.

**Student Researcher**

**Signature**

**Date**

Hilina Theodros

## **LETTER OF CERTEFICATION**

This is to verify that the project work conducted by Hilina Theodros, entitled: “**Accessing the Practice and Challenge of Stakeholder Management in Ethiopian NGOs: In case of Three Roots International**” submitted in partial fulfillment of the requirements for the degree of master of Arts in Project Management fulfills with the procedures of the university and encounters the recognized standards from the originality and quality perspectives.

**Research Advisor**

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**Date**

**Wubshet Bekalu (PhD)**

## **APPROVAL BY BOARD OF EXAMINERS**

Members of the Board of Examiners approve that this research project entitled — Accessing the Practice and Challenge of Stakeholder Management in Ethiopian NGOs: In case of Three Roots International undertaken by Hilina Theodros fulfills the requirements for the Degree of Master of Arts in Project Management and is acceptable with regards to the standards and regulations of the University.

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## **ACRONYMS**

E1: Employee Respondent #1

E2: Employee Respondent #2

E3: Employee Respondent #3

NGO: Non-Governmental Organization

PMBOK: Project Management Body of Knowledge

V1: Volunteer Respondent #1

## **ABSTRACT**

*Stakeholder management is a critical topic in project management for a successful project. NGOs are project-driven organizations which need stakeholder management for their success. Despite the importance of stakeholder management only few researches on NGOs in Ethiopia regarding their stakeholder management practice. This study therefore intends to access the practice and challenge of one of Ethiopian NGOs, Three Root International. The study employed qualitative case study approach. Stakeholder identification, plan stakeholder engagement, managing stakeholder engagement and monitor stakeholder engagement are the four components evaluated in order to access the practice of stakeholder management in Three Roots International. The study was conducted on 3 employees, 2 volunteers, and 5 beneficiaries of the NGO. The study on the employees is conducted based on the four components and the study on volunteers and beneficiaries is conducted in order to investigate the NGO's practice in engaging these particular stakeholders in its project's life cycle. The finding indicates that stakeholders are identified based on their impact on the project and by creating a communication for stakeholder and creating meaningful project vision, project design and make the stakeholders engage in training, participating in each cycle of the project is their planning mechanism. Stakeholders' engagement is managed by working closely, make stakeholders participate in the project directly, training stakeholders and the communication strategies it uses. Stakeholders' engagement method that is used by the NGO is positive response of contribution and opening up for stakeholders to participate based on their skill and knowledge, discussion in meeting. The challenge the NGO faces in stakeholder management is previous concept of development anticipated by the stakeholders which is assuming development incurred only by receiving money and resisting change for the new development concept. Based on the findings of this study, it is recommended that the NGO should extend its partnership with other stakeholders to address other community's issues and should extend its communication strategies for volunteers in order to address beneficiaries demand according to their cultural context.*

**Key Words:** *stakeholder, stakeholder management, stakeholder identification, plan stakeholder engagement, manage stakeholder management, monitor stakeholder management, NGO.*

# CHAPTER 1

## INTRODUCTION

### 1.1. Background of the Study

A stakeholder is an individual, group, or organization that can influence, be affected, or perceive itself to be affected by the decisions, activities, or results of a project, program, or portfolio. It can be internal or external to the project and can have positive or negative impacts and influences on the project. They need to be identified, analyzed, categorized and monitored to identify and analyze their needs and manage expectations and communications to facilitate support.(Project Management Institute, 2017b, p. 57)

According to PMBOK Guide, project stakeholder management is the process of supporting the work of the project team to analyze stakeholder expectations, assess the degree to which they impact or are impacted by the project, and develop strategies to effectively engage stakeholders in support of project decisions and the planning and execution of the work of the project. High-profile academic research and analysis of project disasters emphasizes the importance of a structured approach to identifying, prioritizing and engaging all stakeholders. The ability of project managers and teams to properly identify and properly engage all stakeholders can mean the difference between project success and failure. (Project Management Institute, 2017a, pp. 503–504)

Different researchers argued that if stakeholder management is not adequately addressed in the project, this can mean unexpected problems and uncertainty to the project caused by stakeholders. One of the researchers Karlsen in his article argued that clients and end users are

the stakeholders that are the most important to the project and clients, end users, contractors/suppliers, line organization, and public authorities are equal when it comes to causing problems and uncertainty for the project. Therefore, he suggested that project stakeholder management helps project team to prepare for possible adverse stakeholder action.(Karlsen, 2002)

Non-government organizations are project driven organizations focusing primarily on the development and advocacy needs of disadvantaged communities and citizens. They therefore direct poverty alleviation, self-help, improving the well-being of the disadvantaged, promoting respect for human rights, and other political issues primarily to national and international governing bodies, corporate institutions, and traditional authorities.(Gurmu et al., 2017, p. 68)

According to Dr. Lango, NGOs can be distinguished into two groups: Operational and advocacy NGOs. This may be interpreted as the choice between small-scale change achieved directly through projects and large-scale change promoted indirectly through influence on the political system.(Lango, 2020, p. 4) Since operational NGOs are project based organizations, their stakeholder management activities influence their project's objectives. In this regard, Nombo and Nyangarika also argued that participation rights and representation, decision making as well as accountability and transparency are among seven key elements in sustainability of NGOs activities. (Nombo & Nyangarika, 2020) Besides stakeholder management is a strategy that project managers use in order to sustain their organization's activity. Assessing NGO's stakeholder management enables organizations to measure their project's sustainability. Therefore, this study aims to access the practice and challenge of one of Ethiopian NGOs, Three Roots International in stakeholder management.

## **1.2. Background of the Organization**

Three Roots International is a non-government organization. Its head office bases in USA Fairfax, Virginia and its regional office is stationed in Ethiopia. It is founded in 2015 with a mission to cultivate community development and economic capacity by empowering families through education, health, and income generating activities. It is strategically designed to replace the cycle of generational loss, joblessness, and chronic illness with a cycle of restoration by focusing on strengthening education, healthcare and livelihoods. (*Three Roots International, 2022*)

Three Roots International offers high quality early childhood, primary, secondary and literacy education for group of highly vulnerable families, who need specialized partnership while they regain stability and independence. It also addresses the community's health needs by offering comprehensive peer to peer health education programs designed to train and empower community members as health extension workers. Using hands-on instruction, the program empowers this group to train other local women about vital health information to protect their families and children. Households are also trained on latrine construction, home gardening, and water sanitation. (*Three Roots International, 2022*)

In addition, Three Roots International also offers savings groups to women for peer to peer pending and business creation. Members receive a series of 10 trainings on how to develop and implement a business idea, manage a business, save money, and more. With the support and encouragement of one another, members distribute loans to one other and start businesses to generate income and profit for loan repayment. (*Three Roots International, 2022*)

### **1.3. Statement of the Problem**

Non-Government Organizations commenced in Ethiopia starting from the first famine in 1973. Statistics shows that since then the number NGOs increased and lunched different community development based projects. (Ago, 2008, pp. 25–26) Hence, different kinds of stakeholders are involved on those projects. In order to achieve the project goal stakeholder management is essential for the project's success. Blogger Short agreed that key to success is to identify stakeholders and ways to work with them in order to improve overall decision making and fuel long term success and sustainability. (Short, 2021)

Researchers argued that previous civil society laws in Ethiopia had several restrictions which led severe impact in NGOs. Even if the law is reformed in recent years still there are some limitations for the stakeholder to registration, generating and using funds and defining their own scope of operation. (Broeckhoven et al., 2020) Stakeholder management focuses on continuous communication with the stakeholders in order to understand their need and expectation, addressing issues as they occur, managing conflicting interest and fostering appropriate stakeholder engagement in project decision and actives.(Project Management Institute, 2013, p. 390)

United Nations in Ethiopia reported that Ethiopia has recorded strong economic growth and social development over the past 15 years. According to United Nations statistics from 2015 to 2000, Ethiopia shows 58.3% increment on human development compared with 24.2% in Sub-Saharan Africa overall.(The United Nations in Ethiopia, 2019) The involvement of NGOs has great impact on the growth of those developments and hence the engagement of stakeholders on those fields has a role for economic growth and social development.

Despite the importance of stakeholder management for the success of a project and even the engagement of stakeholders has a crucial impact on the development of a country; there are only few researches on NGOs in Ethiopia. Even the findings of those researchers are not related to the significance of stakeholder management. Considering these issues, this study will fill the knowledge gap to understand the significance of stakeholder management for Ethiopian NGOs and their practice of stakeholder management influence their performance.

Therefore, this study accesses the practice and challenge of stakeholder management on one of the NGOs of Ethiopia, Three Root International. The study accesses the practice Three Root International used for every process of project stakeholder management. And the study also investigates any challenge occurred in managing the stakeholders.

#### **1.4. Research Questions**

These are research questions which the study answers.

1. What are stakeholder management practices in Three Roots International?
2. Who are the key stakeholders in Three Roots International?
3. What kinds of challenges Three Roots International faces in stakeholder management?

#### **1.5. Research Objective**

##### **1.5.1. General Objective**

The general objective of this study is accessing the practice and challenge of Three Roots International in stakeholder management.

### **1.5.2. Specific Objective**

The study specifically focuses on:

- Identify the key stakeholders of Three Roots International
- Which International's practice of stakeholder management has an influence on the performance in Three Roots International
- Identifying the challenges and gap in managing stakeholders to enable the successful stakeholders' engagement in Three Roots International
- Identify the planning and mechanism used in stakeholders' engagement in Three Roots International.
- Find out the communication plan used in stakeholder management to address stakeholders needs and interest.
- Find out factors that limits Three Roots International in successful stakeholders' engagement
- Identifying the cause and effects of the challenges Three Roots International faces in stakeholder engagement level.

### **1.6. Significance of the Study**

This research provides an insight that the stakeholder management is one of PMBOK (Project Management Institute, 2013, p. 60) which is essential for success of every project. Since every project has different stakeholders with different needs and those needs may incur conflict of interest, managing the interest of stakeholders is important for any organization to meet its goal. Therefore, this research highlights on the advantages of managing stakeholders across Ethiopian NGOs.

In this regard, the finding of this research informs Three Roots International's practice of stakeholder management has an influence on its performance. It also informs that if there is any obstacle in managing the stakeholders and provides solution.

The findings can also encourage other researchers to carry out further studies after identifying the gaps that this research failed to address.

### **1.7. Scope of the Study**

Stakeholder management is one of PMBOK. There are four processes that an organization passes through in order to have an effective stakeholder management. The scope of this research is to identify the stakeholders of Three Roots International. This is done by identifying the key personnel which are impacted by the decision, activity or outcome of the project. The extent of the research will also be planning, managing and controlling stakeholder management practice of Three Roots International.

The research also focuses on the strategies of Three Roots International uses in order to effectively engage its stakeholders throughout the project life cycle. Furthermore, the research also focuses on the practice of communication among the stakeholders and the strategies it uses in order to monitor and control stakeholder engagement.

### **1.8. Limitation of the Study**

The limitation of this research might be biases of some of stakeholders. In NGO's context, most of the targeted beneficiaries are economically disadvantaged or uneducated. Therefore, their answers and comments during interviews might be biased. The other limitation of the research is

identifying potential donors of the organization. Since some of the donation is done anonymously, finding appropriate number of respondents might be difficult.

### **1.9. Definition of Terms**

**NGO:** - refers to a non-governmental organization (NGO) is a non-profit, citizen-based group that functions independently of government. Also referred to as: Non-Governmental Organizations, Nongovernmental organizations or nongovernment organizations. (Lango, 2020, p. 3)

**Stakeholder management:** - refers to the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. (Project Management Institute, 2013, p. 503)

**Stakeholder engagement:** - refers to various processes and strategies that firms and other organizations implement in their stakeholder relations. (Kujala et al., 2022)

**Stakeholder identification:** - refers to the process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success. (Project Management Institute, 2013, p. 503)

**Plan stakeholder engagement:-** refers to the process of developing approaches to involve project stakeholders based on their needs, expectation, interests, and potential impact on the project. (Project Management Institute, 2013, p. 503)

**Manage stakeholder engagement:-** refers to the process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder engagement involvement. (Project Management Institute, 2013, p. 503)

**Monitor stakeholder engagement:-** refers to the process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through the modification of engagement strategies and plans. (Project Management Institute, 2013, p. 503)

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **Introduction**

This chapter presents the theoretical and empirical literature review. In the theoretical literature review, several scholars discussion regarding stakeholder definition, stakeholder management, stakeholder identification, plan stakeholder engagement, manage stakeholder engagement, and control stakeholder engagement is presented. In the empirical literature review, researchers' arguments on key stakeholders in NGOs, Significance of stakeholder Engagement in NGOs, and Challenges of stakeholder management in NGOs are presented. At last of this chapter conceptual framework used for this research is presented.

#### **2.1. Theoretical Literature Review**

##### **2.1.1. Stakeholder definition**

Stakeholder is a key concept used in project management. According to Oxford dictionary, stakeholder is defined as “a person or company that is involved in a particular organization, project, system, etc., especially because they have invested money in it.” (Hornby & Turnbull, 2010, p. 1435) Similarly Freeman discussed stakeholder concept has vital role in the success of the organization and defined stakeholder as any group or individual who can affect or is affected by the achievement of the firm's objectives.(Freeman, 1984, p. 25) On the other hand, Harrison and Wicks classified as primary stakeholders and public stakeholders. They defined primary stakeholders as someone who bear some form of risk as a result of having invested some form of capital, human or financial, something of value in a firm and without whose participation the corporation cannot survive. They classified primary stakeholders as suppliers, employees, other

resource suppliers, customers, community residents, and the natural environment. (Harrison & Wicks, 2013, p. 128)

On the other hand, Fassin defined stakeholders based on the nature of their legitimacy. He categorized it 'real' or 'genuine' stakeholders which are the internal constituents who have a real stake in the company, the 'stake watchers' which are pressure group that influence the firm, 'stake keepers' which mainly regulators who impose external control and regulation on the firm and last one 'stake seekers' who seek to have a voice in a corporation's decision making. (Fassin, 2012, p. 89)

### **2.1.2. Stakeholder Management**

Stakeholder management is the process necessary to develop appropriate control strategies to inform stakeholders by identifying the persons, group or organizations that may affect or be affected by the project, analyze stakeholders' expectations and their impact on the project, and effectively participate in project decisions and execution. (Project Management Institute, 2017a, p. 24) Similarly, Freeman also referred stakeholder management as a concept which has a necessity for an organization to manage the relationships with its specific stakeholder groups in an action-oriented way. He argued that it as one of the managerial tools that benefits the organization and defined it as a set of transaction that managers in organization have with stakeholders. (Freeman, 1984, pp. 53–70) On other hand, Minojo argued that stakeholder management is ambidextrous approach which is conducive to stakeholders' commitment to cooperate for the sustainable well-being of the firm and firm's strategy and key decision makers' ethical commitment interact to enhance stakeholder motivation and commitment to cooperate. (Minoja, 2012, p. 67)

### **2.1.3. Stakeholders identification**

Stakeholders are individuals who are affecting or be affected by the achievement of the organization. Since organization's achievement is determined by its stakeholders, stakeholder identification is vital process in stakeholder management. In this regards, stakeholder identification is the process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success. (Project Management Institute, 2017a, p. 503)

On the other hand, Mitchell et al. argued that stakeholders' power, urgency, and legitimacy explains stakeholders' status and believed that these attributes are vital for stakeholders' identification. They explained that stakeholder's power is a relationship between social actors in which one social actor forces other social actor. Stakeholders' urgency explains the degree to which stakeholders claim call for immediate attention. Stakeholders' legitimacy explains that a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs and definition. (Mitchell et al., 1997, pp. 863–869)

### **2.1.4. Plan stakeholder Engagement**

Plan Stakeholder management is the process of creating suitable management plans to successfully involve stakeholders throughout the project life cycle, based on an understanding of their needs, interests, and possible influence on the success of the project. This approach' main advantage is that it gives project stakeholders a clear, concrete plan for how to communicate with them and advance the project's goals. (Project Management Institute, 2013, p. 399) Similarly, Talley et al. referred stakeholder management as participation of stakeholder in

planning or decision-making efforts in order to integrate their knowledge and values with a particular project's more specialized knowledge and purpose. (Talley et al., 2016, p. 37)

In this regard, the Project Management Institute pointed that the stakeholder management plan is a component of the project management plan and identifies the management strategies required to effectively engage stakeholders. According to the Institute, stakeholder management plan provides desired and current engagement levels of key stakeholders, the scope and impact of change to stakeholders, identified interrelationships and potential overlap between stakeholders. It also provides stakeholder communication requirements for the current project phase, information to be distributed to stakeholders including language format, content and level of detail. In addition stakeholder management plan also offers reason for the distribution of that information and the expected impact to stakeholder engagement, time frame and frequency for the distribution of required information to stakeholders and methods for updating and refining the stakeholder management plan as the project progresses and develops. (Project Management Institute, 2013, p. 403)

### **2.1.5. Manage stakeholder Engagement**

After planning stakeholder engagement, the next step will be managing it. According to Project Management Institute, manage stakeholder engagement is the process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle. (Project Management Institute, 2013, p. 404) In this regard, Herremans et al. also argued that the key mechanism for engaging stakeholders is to sustain the project. They pointed that directness of communication, clarity of stakeholder identification, deliberateness of collecting feedback,

broadness of stakeholder inclusiveness and utilization of stakeholder engagement are the strategies to maintain stakeholder engagement in order to sustain the project. (Herremans et al., 2016)

Correspondingly, Project Management Institute is also confirmed that managing stakeholder engagement helps increase the likelihood of project success by ensuring that stakeholders have a clear understanding of the project's goals, objectives, benefits, and risks. It supports the project and shapes our activities and project decision by predicting how people react to the project and take proactive action to gain support or minimize negative impact. (Project Management Institute, 2013, p. 406)

#### **2.1.6. Control Stakeholder Engagement**

Controlling stakeholder engagement ensures the commitment of the stakeholders during the entire stage of the project. Project Management Institute stated that control stakeholder engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders. The key benefit of this process is that it will maintain or increase the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes. (Project Management Institute, 2013, p. 408)

On other hand, Sloan argued that controlling stakeholder risk is one of the models for stakeholder engagement. In her argument the control model of stakeholder engagement is grounded in the notion that stakeholders pose risks for corporation and for these reason stakeholders must be monitored, assessed and managed. (Sloan, 2009, p. 37)

## **2.2. Empirical Literature Review**

### **2.2.1 Key stakeholders in NGOs**

Stakeholders are the backbone of an organization and determine its sustainability. (Herremans et al., 2016, p. 417) Therefore, identifying key stakeholders is a crucial process of project life cycle. In this regard, Raj posted nonprofit Stakeholders refer to any individual or group that has an interest in a nonprofit. It includes people directly involved, such as board members, beneficiaries, donors, or foundations that give grants; and those indirectly involved, such as the media or the local community. (Raj, 2022)

Moreover, Castillo defined stakeholder as a person (or entity) who can affect and/or be affected by an organization—who, in other words, has a stake in organizations work. She categorized primary stakeholders, which people who are directly affected or secondary stakeholders, which people who are affected indirectly. She also listed stakeholders (such as volunteers, donors, and vendors) influence organizations ability to fulfill its mission; they are also the people (such as beneficiaries, partner organizations, and the community) who experience the consequences of organizations choices and actions. Stakeholders can be categorized as internal (those who work for or volunteer with a firm) or external (such as government agencies and the media). (Castillo, 2020)

### **2.2.2. Significance of stakeholder Engagement in NGOs**

The engagement of stakeholders in NGOs is significant for the success of its sustainability. An organization said to be successful when it meets its goal which is measured by the stakeholder's satisfaction. For this reason, the engagement of stakeholder is fundamental part for the organization. It is similar for non-profit organization. In this regard, Raj posted that Stakeholders

are essential to a nonprofit's success because they support the overall movement of a nonprofit organization in different ways. (Raj, 2022)

According to Short, the main goal of every nonprofit is to raise funds that support their causes and by working with stakeholders and creating meaningful relationships, it becomes much easier to accomplish the organizations goal. Short also argued that when the community works as a team, there is strength in community and enables NGOs keep donors engaged and giving, connect with one-time and lapsed donors and move them to give again, attract new donors, partner with corporate donors for funding and volunteer hours and ensure the long-term sustainable success of the organization. (Short, 2021)

Since one of NGO's goal is to support economically disadvantage community, one the stakeholders is beneficiary of the organization. Agreeably, Behrens referred financial aid, education, and health is the positive effects of NGO and it has a significant role. (Behrens, 2023)

### **2.2.3. Challenges of stakeholder management in NGOs**

Stakeholder management is the processes support the work of the project team to analyze stakeholder expectations, assess the degree to which they impact or are impacted by the project, and develop strategies to effectively engage stakeholders in support of project decisions and the planning and execution of the work of the project. (Project Management Institute, 2017a, p. 503) But sometime an organization might face a challenge in those processes in order to have excellent stakeholder management system.

Hörisch et al, researched on links, similarities, and dissimilarities between stakeholder theory and sustainability management and in their findings they identified that three challenges of managing stakeholder relationships for sustainability. The challenges were strengthening the

particular sustainability interest of stakeholders, creating mutual sustainability interest based on these particular interest, and empowering stakeholders to act as intermediaries for nature and sustainable development. And based on their finding they suggested that education, regulation, and sustainability-based value creation for stakeholder is going to overcome the challenges. (Hörisch et al., 2014)

On a research of African NGOs, Kang'ethe and Manomano investigated that African NGOs are weakened by funding challenges, pockets of corruption and embezzlement of funds especially by the top brass management, poor synergy and poor collaboration between them and the government, and inadequately skilled labor force. (Kang'ethe & Manomano, 2014)

On other hand, Kastner argued that there are three major sources of stakeholder management challenges. He listed unclear, unidentified, and unreasonable stakeholders are the challenges for stakeholder management. When he referred unclear stakeholder, those who do not clearly articulate enough or who are not open and honest about their interests and expectations. Unidentified stakeholders are those who were not identified early in the project and unreasonable stakeholders are those who do not embrace what some refer to as “reason” and “the laws of physics”

According to Melaku and Minh, the challenges Ethiopian NGOs facing are limitation of availability and accessibility of organized information and documentation like Terms of Reference (detailing the establishment, operational and governance mechanisms, and the role of members), communication materials. (e.g., proceedings and reports) The other challenge they identified were lack of technical capacity to coordinate, mobilize resources and implement

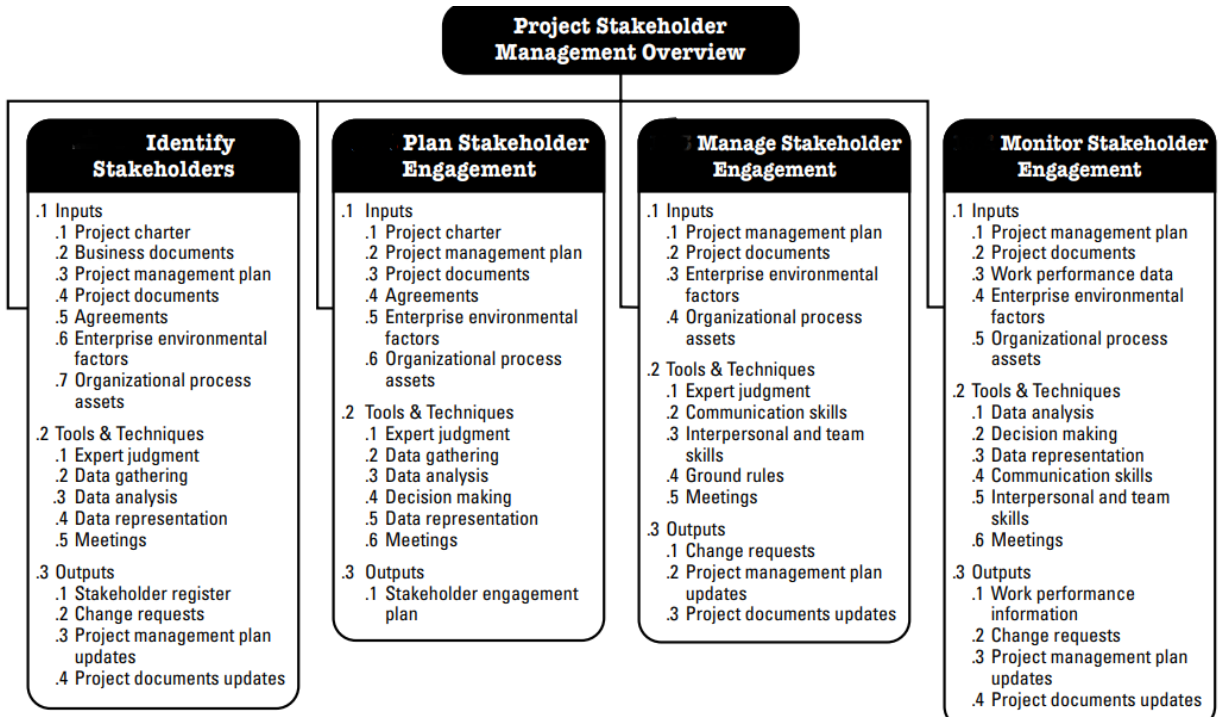
decisions has affected the stakeholder engagement process and lack of ownership, leadership, institutionalization and resource allocation. (Melaku & Minh, 2021)

On other hand, Gurmū et al. research indicated that in community development projects, the challenges stakeholder management faced are low commitment, low understanding of different issues, conflicting interests, opinions, beliefs & orientation and unrealistic expectations. (Gurmū et al., 2017, p. 76)

### **2.3. Conceptual Framework**

Figure 1 describes the conceptual framework of this research which is adapted from sixth edition of “A Guide to the Project Management Body Of Knowledge” Based on the theoretical and empirical literature review, the conceptual framework of this research contains four components in order to assessing the practice of stakeholder management of Three Roots International. The first one is the identifying the key stakeholders of Three Roots International. The second component is assessing its planning mechanism of its stakeholders’ engagement. The third component is assessing how it manages its stakeholder’s engagement and the final component is assessing how Three Roots International controls its stakeholder’s engagement.

**Figure 2. 1 Conceptual Framework**



Source: Adapted from (Project Management Institute, 2017a)

## **CHAPTER 3**

### **METHODOLOGY**

This chapter presents the methodology uses in this research. It discusses the research approach, research design, population and sample of the study, data distribution and collection procedures uses, the reliability and validity of the data collection instrument, the process of data analysis and ethical considerations during data collection.

#### **3.1. Research Approach**

The research approach used in this research is qualitative research approach. According to Creswell, qualitative research approach is “an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem.” (Creswell, 2014, p. 4)

#### **3.2. Research Design**

Research design provides a framework for the collection and analysis of data. (Bryman, 2012, p. 46) The research design used in this research is case study research design. The basic case study entails the detailed and intensive analysis of a single case. A case study research is concerned with the complexity and particular nature of the case in question. (Bryman, 2012, p. 66) Since the research is assessing on the participants’ practice on stakeholder management, the case study is chosen.

### **3.3. Study Population**

The research population for this research is stakeholders of Three Roots International. They are employees of the organization, volunteers, and beneficiaries of the organization.

### **3.4. Sampling Design and Sampling Technique**

The research assesses the practice and challenge of Three Roots International's stakeholder management. Since the study is conducted using a qualitative case study research design, the sampling design for this study is purposive sampling technique. In this type of sampling, participants will be selected based on pre-selected criteria and the research question. (Qualitative Research Methods: A Data Collector's Field Guide (Module 1 Qualitative Research Methods Overview), n.d.)

The sampling technique used for this research is a non-probability sampling design because of the research's qualitative nature. (Taherdoost, 2016, p. 22) Specifically, convenience sampling technique is used in this research. Bryman noted convenience sampling frequently used in social research. (Bryman, 2012, p. 202) Also Taherdoost discussed that convenience sampling often used in selecting participants because they are often readily and easily available. (Taherdoost, 2016, p. 22) And the sampling size is determined by information saturation. (Qualitative Research Methods: A Data Collector's Field Guide (Module 1 Qualitative Research Methods Overview), n.d., p. 5) The sample size for this study is 13 stakeholders. 6 of them are employees in different level of the organization, 2 of them are volunteers, and the rest 5 of them are beneficiaries of the organization.

### **3.5. Type and Source of Data**

To achieve the objective of this study, primary data is used. The primary is collected from the Three Roots International head office and project site at Debre Zeit. The data helps this study by providing background information about Three Roots International.

### **3.6. Data Distribution and Collection Procedure**

The study uses qualitative research approach and data is collected using semi- structured interview questions and open-ended questionnaires. For this procedure, open ended questionnaire is prepared to fill by the employees. The beneficiaries were participated in focus group discussion and interview questions are prepared for the volunteers. Each interview and focus group discussion took approximately 45 minutes and each interview will be recorded using call recorder software.

### **3.7. Data Collection Techniques**

#### **3.7.1 Semi-Structured Interview**

The researcher uses an interview guide as an instrument for data collection and the interviews were conducted face to face, phone, focus group, and open ended questionnaire through email and the conversations are recorded. Concerning telephone interviews and the number of interviews in qualitative research, Creswell said that “in qualitative interviews, the researcher conducts face-to-face interviews with participants, interviews participants by telephone, or engages in focus group interviews, with six to eight interviewees in each group.” (Creswell, 2009, pp. 168–169)

Accordingly, 3 separate questionnaires were prepared for employees, volunteers, and beneficiaries which are different for each stakeholder. Questionnaires were prepared focusing on the research question and subdivided into five sections. Questionnaire for the employees has a total of 20 questions sub grouped in five sections. The first two sections have questions on demographic descriptions of the participants and Stakeholder Management Practices. The third section has five questions related to Stakeholder Management Challenges The fourth section has three questions that help to Overall Assessment of Stakeholder Management. The last section has two questions which help to investigate general information of the stakeholder. Questionnaire for the volunteers and beneficiaries, there are a total of 10 questions.

The collected data is transcribed in a written format as per the expression of the interviewee. Then after the collected data is divided into meaningful analytical themes and organized with the theme. Afterward, the organized data will be discussed and analyzed to address the objective of the study by answering the research question. (Qualitative Research Methods:A Data Collector's Field Guide (Module 1 Qualitative Research Methods Overview), n.d.)

### **3.8. Process of the Data Analysis**

The data was collected through semi-structured interviews which will be conducted in English but for the stakeholders which are the beneficiaries the interview will be translated in Amharic language. The collected data is transcribed in the written format as per the expression of the interviewee. Then after the collected data is divided into meaningful analytical themes and coded, identified, and organized with the theme. Afterward, the organized data will be discussed and analyzed to address the objective of the study by answering the research question.

### **3.9. Ethical Considerations**

Before doing this study, approval will be obtained from Addis Ababa University, School of Commerce by providing an authorized legal letter to the researcher. There will be certain ethical procedures to be followed during the research process. The research participants will be informed about the objective of the research and their contribution to the completion of the research. Confidentiality consent will be prepared for the participants to make sure that the confidentiality of the information they provided was secured and only be used for this study.

## CHAPTER 4

### RESULTS AND DISCUSSIONS

In this section, the result and discussion on the practice and challenge of stakeholder management is on one of the NGOs of Ethiopia, Three Root International. The study has seen the practice Three Root International used for every process of project stakeholder management. And the study also investigates any challenge occurred in managing the stakeholders.

Here after the researcher tries to review and analyze the data collected from 13 stakeholders. 6 of them are employees in different level of the organization, 2 of them are volunteers, and the rest 5 of them are beneficiaries of the organization.

For data collection 8 questionnaires was distributed to *employee* out of which 3 was filled and returned. The response rate to questionnaire distributed was 50%. In addition to survey questioner the researcher conducted an Interview with *volunteers* and *beneficiaries*. The data gathered using both applied tools is presented in an integrated manner.

The study on the employees is conducted based on the conceptual framework discussed on chapter 2. Whereas, the study on volunteers and beneficiaries is conducted in order to investigate the NGO's practice in engaging this particular stakeholder in its project's life cycle.

#### **4.1. Employee**

##### **4.1.1. General Profile of the Respondents**

Table 4.1 next page presented the general profile of the respondents. These include sex, age,

educational status and working years in the organization.

As it is indicated in Table 4.1, out of the total 3 respondents of 3 (100%) were male. From this, we can understand that the numbers of male respondents were in full dominance compared to female.

The age group of the respondents indicated in table 4.1 below, 3 (100 %) of respondents are in the age group 30 - 64, there is no respondents in the age group of 15 -29 and in the age group 65 and above. In general, the data clearly shows that, majority of respondents were in the age group of 30-64 who were more matured with enough work experience in which they can assess and practiced the stake holder management.

Moving on to educational status of the respondents, 1 (33.33%) respondents have MA and 2 (66.66%) of the respondents have BA/BSc, degree holders in with different field The data shows that the majority of respondents who hold Bachelor of art or science are greater than that of who has MA.

Respondents works and are involved in different position in the NGO, of the 3 respondents each have different role in the NGO these are Social worker , Project co-coordinator , School director respectively which gives the researcher good insight to access the practice and challenge of Stakeholder Management in NGOs: In case of Three Roots International

**Table 4.1. Sex, Age, Educational status of Respondents**

<b>Items</b>	<b>Variables</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Gender	Male	3	100 %
	Female	-----	-----

Age	15-29	-----	-----
	30-64	3	100 %
	>64	-----	-----
Educational Level	Diploma	-	-
	Bachelor	2	66.66%
	Master	1	33.33%

**Source:** Computed from own survey data, 2023

#### **4.1.2. Stakeholder Management Practices:- Stakeholder Identification, Plan Stakeholder Engagement, Manage Stakeholder Engagement, Monitor Stakeholder Engagement**

- ❖ Identification of key stakeholders and plan stakeholder engagement.

Stakeholders' power/ Influence, urgency, and legitimacy explain stakeholders' status and believed that these attributes are vital for stakeholders' identification. From the response of employee 2 of the 3 respondent identify stakeholders based on power/impact factor meaning stakeholder's power is a relationship between social actors in which one social actor forces other social actor those that have impact on the project as well on community. Responded #1 responded how he identifies the stakeholders like this:-

*“based on the project intervention plan, people living in the project area who have the potential to impact (influence) the community to meet the project objective” [E1]*

- ❖ Plan stakeholder engagement.

Stakeholders engagement methods can be directness of communication, clarity of stakeholder identification, deliberateness of collecting feedback, broadness of stakeholder inclusiveness and utilization of stakeholder engagement in light of this all respondents have clearly shown communication of the project meaning the project vision, project design and make the stakeholders engage in training, participating in each cycle of the project is used to engage stakeholders within the project which the NGO runs. Also respondents #2 and #3 responds ways of planning stakeholders' engagement accordingly:-

*“By introducing and sharing clear vision for the stakeholders” [E2]*

*“Through open discussion with stakeholders about the project design and meet their needs” [E3]*

❖ **Mange stakeholders’ engagement:-**

Expectation management of stakeholders within project cycle is another area stakeholder management it is known that stakeholder engagement is the process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle.

Communication strategies clarity of stakeholder identification, deliberateness of collecting feedback, broadness of stakeholder inclusiveness and utilization of stakeholder engagement are the strategies in order to sustain the project from the response of respondents all have indicated shows strategies of communication such as organize meetings, report collection, gather stakeholder’s decision, and discussions using different formats.

All respondents have stated and shown of managing expectation is done by communicating meaning envisioning project vision and objectives before and within project cycle by working closely, make stakeholders participate in the project directly and training stakeholders. Respondent #1 responded about his communication strategies accordingly:-

*“Through participating in each cycle of the project and planning trainings. I also organize periodic meeting and presenting time bound progress report.” [E1]*

Respondent #3 also shared his techniques

*“By monthly meeting I inform the progress of the project to the project team members and show what activities are done according to the project plan” [E3]*

❖ Monitor stakeholders engagement:-

Satisfaction assessment of stakeholders the researcher have seen similarity of response on 2 respondents which is according their answer assessment is done using scheduled meetings, feedback and report collection. The remaining respondent shown satisfaction assessment is done through regular supervision, celebrating outcome and receiving testimonies, follow up implemented activities

On Impact measurement all respondents have shown that impact of the project can be measured using a comparison of base line target against the actual result

### **4.1.3. Stakeholder Management Challenges**

4.1.3.1. Challenges faced in stakeholder management in NGO, how conflicts are addressed that arises between stakeholders competing interest

Challenges are common in stakeholder management some of the challenge is limitation of availability and accessibility of organized information and documentation like Terms of Reference (detailing the establishment, operational and governance mechanisms, and the role of members), communication materials. (e.g., proceedings and reports) The other challenge they identified were lack of technical capacity to coordinate, mobilize resources and implement decisions has affected the stakeholder engagement process and lack of ownership, leadership, institutionalization and resource allocation.

- From the respondents response major challenge faced stakeholder management is gap in communication materials. (e.g., proceedings and reports) particularly in managing the previous concept of development with intended development concept of the project
- Of the challenges stakeholder management faced are low commitment, low understanding of different issues, conflicting interests, opinions, beliefs & orientation and unrealistic expectations out of the 3 respondent all have shown conflict management that arises from competing interests are addressed by Open discussion, discover root cause of conflict, and provide informed decision

#### 4.1.3.2. Methods used to engage Stakeholders during the project lifecycle

For successful involvement stakeholders throughout the project life cycle, based on an understanding of their needs, interests, and possible influence on the success of the project.

- All respondents responded engagement methods that is used by the NGO is basically acknowledgment of contribution, opening up for stakeholders to participate based on their skill and knowledge, discussion in meeting.

#### 4.1.3.2. Manage stakeholders who are resistant to change or not supportive of the project

- Creating suitable management plans to successfully involve stakeholders throughout the project life cycle, based on an understanding of their needs, interests, and possible influence on the success of the project respondents do acknowledge that management

of stakeholders resistance to change can be made by involving stakeholders in continues discussion and communicating en envisioning.

4.1.3.4. What methods do you use to address stakeholder concerns and issues during the project?

- Regarding methods to address stakeholders concern and issues all of the respondents respond that it can be addressed by review meetings and discussion concerns they raise about the project

#### **4.1.4. Overall Assessment of Stakeholder Management**

4.1.4.1. Stakeholders Management practices rated , SM management practice effectiveness in regards of successful achievement of project and Improvements to be made on stakeholders management practices

Stakeholder management as a concept which has a necessity for an organization to manage the relationships with its specific stakeholder groups in an action-oriented way. It is also a managerial tool that benefits the organization and defined it as a set of transaction that managers in organization have with stakeholders

- Three respondents out of three responded vary in rating organization's stakeholder's management in the NGO in the following manner respectively Good level, medium and low level.
- The process in managing stakeholders is that it will maintain or increase the efficiency and effectiveness of stakeholder engagement activities as the project

evolves and its environment changes in this regard the stakeholder management practices within the NGO is effective in achieving the goal

**4.1.5. General Information**

4.1.5.1. Years of experience working as a project manager in an NGO and projects that have been managed in the last 2 years

**Table 4. 2. Employee’s General Information**

<i>No</i>	<i>Respondent</i>	<i>Years of experience as a project manage</i>	<i>Projects managed in the last 2 years</i>
1	Respondent 1	N/A	N/A
2	Respondent 2	15 years	1
3	Respondent 3	2 years	1

Of the 3 respondents 2 have the experience in project management from 2 of them one has a long experience which gives an ample experience in stakeholder’s management in wide aspects of project and one has 2 years and both have managed 1 project in the last 2 years.

## 4.2. Volunteers

### 4.2.1 Volunteering experience associated with the NGO

Table 4. 3. Volunteers' years of experience

<i>No</i>	<i>Stakeholder's role</i>	<i>Years of volunteering</i>
1	Volunteer 1	8
2	Volunteer 2	2

The level of year of volunteering experience especially on a project works setup has a direct implication on the performance of the project. This is due to the fact that people will get lessons learned from their previous projects and they will have a room to apply it to their current project. Of the two volunteer who are volunteering for the NGO one have 8 Years of association which gives the volunteer lots of experience and the other has 2 years of experience which is enough to give a good influence and impact

### 4.2.2. Volunteers Participation, Satisfaction, Interaction, Communication and Needs and concerns

As a volunteer in which program(s) of the NGO they participated, their satisfaction level in relation to volunteering experience, frequency of volunteer's interaction with the staff member of the NGO and effectiveness of the communication, and how well the needs and the concerns are addressed by the NGO

**Table 4. 4. Volunteers Participation, Satisfaction, Interaction, Communication and Needs and concerns**

No	Volunteer's relation to NGO	Volunteer 1	Volunteer 2
1	Volunteer's participation	Parenting and teaching training	Sports camp
2	Satisfaction level	5 (Satisfied)	3 (Neither satisfied nor dissatisfied)
3	Frequency of Interaction with Staff of NGO	Every year	Each summer time in Ethiopia since schools will be closed at summer time in Ethiopia
4	Effectiveness of Communication	Very effectively and are cooperative	Relevant experience in communication with the organization, they have planned ahead of time to communicate with

			us their volunteers
5	Needs and Concerns addressed by NGO	Always and are very attentive	Gives a close and thoughtful attention to our needs

#### 4.2.3. Volunteers suggestions, Challenge

Volunteers suggestions towards an improvement program of the NGO and whether they have faced a challenge while working as a volunteer for the NGO

**Table 4. 5.** Volunteers suggestions, Challenge

No	Volunteer's Involvement on the project	Volunteer 1	Volunteer 2
1	volunteers suggestions	None	None
2	volunteers Challenge	No	No

#### 4.2.4. NGO's Impact on Volunteer

Volunteering by itself is a positive thing and a good will to do despite any gain and from both the volunteers for the NGO has the impact in a lot ways from their response it can be seen that they have been impacted and empowered by volunteering and have also impacted the community.

From the volunteers who responded both Volunteers stated that volunteering has given them and the opportunity to give back the pleasure and resources to society.

One of the volunteers has putted in a very touching way that volunteering also has given a door to be a volunteer as a mentor, a leader, and in any domains related to the interest or work-field. Plus volunteering also has created the opportunity for a growth multi-dimensional way.

#### **4.2.5. Recommendation for others**

From the response of both the respondents it can be seen that they not only willing to recommend but also are eager to do since they have seen the impact and the change in their life in a personal way too. Volunteer #1 responded accordingly like this:-

*“It adds newer dimensions to your understanding of life & taking it full of gratitude, for I know after volunteering there are people out there who are less privileged and I am blessed with literally more resources & joys. And what may my pain, my sorrow is still less than someone in the world.” [V1]*

### **4.3. Beneficiaries**

#### **4.3.1. Beneficiary’s Association with the NGO**

**Table 4. 6. Beneficiary's years of association**

<b>No</b>	<b>Years of Association</b>	<b>Beneficiary</b>
1	0 -5	1
2	5- 10	2
3	10-15	2

- NGO's program(s) that the beneficiary have participated or benefited
- As per the table shown below from total of the respondent from the programs of the NGO given to the beneficiaries 20% have participated in Health program, 40% participated in the Educational program and the remaining 40% Income generating program.

**Table 4. 7. beneficiary's participated programs**

<b>No</b>	<b>NGO Program</b>	<b>Beneficiaries</b>
1	Health Program	1
2	Educational Program	2
3	Income generating program	2

#### **4.3.2. Beneficiary's Satisfaction of the services provided by the NGO**

- From the respondents response it can be seen that 100 % of the beneficiaries are satisfied with the service provided by the NGO.

**4.3.3. Frequently of beneficiary interaction and the ease or difficulty of communication with the staff members of the NGO**

- All of the respondent have high interaction and have responded that communication is easy with the staff members of the NGO since the training and the follow up is at hand it has given them good access

**4.3.4. Effectiveness of the NGO in addressing the needs and concerns of the beneficiary**

- All of the beneficiaries have responded that the NGO has addressed the need and the concerns of the beneficiaries.

**4.3.5. Suggestions to give to NGO in improving regarding the services provided**

- Of the total respondents 40 % of the respondents have suggested that the health program of the NGO to expand medical and pharmaceutical coverage the remaining 60 % of the respondents have suggested that the program could be given in other areas of community too.

**4.3.6. Challenges faced by beneficiaries regarding interaction with the NGO or availing its services.**

- Looking into the challenges faced by beneficiaries on interaction with the NGO or availing its service 100% of the respondents have responded that they have not faced

any challenge in interaction and they all have agreed that they have used the services provided by the NGO to the fullest.

**4.3.7. NGO's impact on beneficiary life or community and recommendation for others about the service of NGO**

Looking into the response of the beneficiary on the impact of NGO's service for their own life and community all respondents have been impacted and they would recommend the service which the NGO gives to others

## **CHAPTER 5**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

In this chapter, the findings of the research are summaries and researcher's conclusion based on the findings is presented. The chapter also presents recommendations of the researcher and Limitations and Suggestion for Future Research.

#### **5.1. Summary of the Findings**

The study was conducted on 3 employees, 2 volunteers, and 5 beneficiaries of Three Roots International to access the practice and challenge of stakeholder management in its organization. The study on the employees is conducted based on the conceptual framework discussed on chapter 2. Whereas, the study on volunteers and beneficiaries is conducted in order to investigate the NGO's practice in engaging this particular stakeholder in its project's life cycle. From the total distributed questionnaires for the employees 50% of the questionnaires were filled and returned. However, all volunteers and beneficiaries responded for the interview questions.

All respondents from the employees are in age group of 30 – 64 with educational background of BSc and MA degree holders. Their job responsibility in the organization is social worker, project coordinator and school director. From the total respondents 2 have the experience in project management and from 2 of them one has a long experience which gives an ample experience in stakeholder's management in wide aspects of project and one has 2 years of experience in project management and both have managed 1 project in the last 2 years.

The study conducted on the employees were to assess how they identify key stakeholders, planning mechanism they used to engage stakeholder in the project, how they manage

stakeholder's engagement and the way they monitor their stakeholder engagement. The study also assesses stakeholder management challenges the employees face during the project's life cycle and the overall assessment of stakeholder management.

The findings show that respondents identify their key stakeholders based on impact those that have on the project as well on community. And by creating a communication of the project meaning the project vision, project design and make the stakeholders engage in training, participating in each cycle of the project is their planning mechanism. The respondents manage their stakeholders' engagement by working closely, make stakeholders participate in the project directly and training stakeholders. The communication strategies the respondents used are organizing meetings, report collection, gather stakeholder's decision, and discussions using different formats. The respondents assess their stakeholders' satisfaction by using scheduled meetings, feedback and report collection, regular supervision, celebrating outcome, receiving testimonies, and follow up implemented activities. On Impact measurement all respondents have shown that impact of the project can be measured using a comparison of base line target against the actual result.

The study also conducted respondents' challenges in stakeholder management, how they address conflicts, their strategies to maintain stakeholder engagement, how they manage stakeholders who are resistant to change or not supportive of the project and methods used to address stakeholder concern.

The findings show that the challenges the respondents face is managing the previous concept of development with intended development concept of the project. And the respondents manage

conflict by Open discussion, discover root cause of conflict, and provide informed decision. Engagement Methods that is used by the NGO is basically acknowledgment of contribution, opening up for stakeholders to participate based on their skill and knowledge, discussion in meeting. Resistance is natural when it comes to change so respondents do acknowledge that management of stakeholders resistance to change can be made through continues discussion and communicating is envisioning. Regarding methods to address stakeholders concern and issues all of the respondents respond that it can be addressed by review meetings and discussion concerns they raise about the project.

The other respondents for the research are 2 volunteers and 5 beneficiaries of the NGO. The study is conducted using semi structured interview. The volunteers are participating in the NGO's activity based on their field of interest. And volunteer 1 has 5 level (Satisfied) of satisfaction whereas volunteer 2 has 3 level (neither satisfied nor dissatisfied) of satisfaction of volunteering experience. The volunteers responded that the NGO positively impacted them by giving them the opportunity to give back the pleasure and resources to society. And one of the volunteers gives emphasis that volunteering also has given a door to be a volunteer as a mentor, a leader, and in any domains related to the interest or work-field.

The findings regard beneficiaries also show that 2 of the beneficiaries have 10 -15 years of association with the NGO and the other 2 have 5-10 years of association whereas one of the beneficiaries has less than 5 years of association with the NGO. From the programs the NGO gives 20% have participated in Health program, 40% participated in the Educational program and the remaining 40% Income generating program. All the beneficiaries are satisfied with the service provided by the NGO. And all the beneficiaries have high interaction with the NGO staff

and have easy communication because of the training and the follow up the NGO provided. The beneficiaries responded that the NGO has addressed most of their needs and suggested that health program of the NGO to expand medical and pharmaceutical coverage. All respondents have been impacted and they would recommend the service which the NGO gives to others.

## **5.2. Conclusion**

Stakeholder management is one of the crucial concepts in project management in order to have a successful project. It is the process of supporting the work of the project team to analyze stakeholder expectations, assess the degree to which they impact or are impacted by the project, and develop strategies to effectively engage stakeholders in support of project decisions and the planning and execution of the work of the project.

NGOs are project driven organizations focusing primarily on the development and advocacy needs of disadvantaged communities and citizens. This study accesses the practice and challenge of one of Ethiopian NGOs, Three Roots International.

The finding obtained from the study indicates that there are different stakeholders in Three Roots International and they are identified based on their impact on the project and the community. And by creating a communication for stakeholder and creating meaningful project vision, project design and make the stakeholders engage in training, participating in each cycle of the project is their planning mechanism.

Stakeholders' engagement is managed by working closely, make stakeholders participate in the project directly, training stakeholders and the communication strategies it uses. Stakeholders'

engagement method that is used by the NGO is positive response of contribution and opening up for stakeholders to participate based on their skill and knowledge, discussion in meeting.

The challenge the NGO faces in stakeholder management is previous concept of development anticipated by the stakeholders which is assuming development incurred only by receiving money and resisting change for the new development concept.

Therefore, the study concluded that Three Root International's practice of stakeholder management is based on PMBOK and the challenge it faces is resistance to change.

### **5.3. Recommendation**

Based on the finding of the study, it is obvious that proper stakeholder management is significant to achieve the NGO's goal. Therefore, in order to excel its performance, the following recommendations are suggested.

- The NGO should make key stakeholders' active participant in order to address other social and environmental issues which have impact on or be impacted by the it's project.
- NGO should update and clarify stakeholder its vision and mission regularly for stakeholder.
- NGO should actively engage stakeholders in training, participating in each cycle of the project.

- The NGO should explore different methods to differentiate key stakeholders and prioritize and analyze the effectiveness of those strategies in meeting stakeholder needs and expectations.
- The NGO should change its approach in building up better and more inclusive communication strategies within stakeholders.
- The NGO should analyze the communication strategies to inform, involve and engage stakeholders. Specifically, volunteers should be informed about beneficiaries' needs and cultural context in order to address beneficiaries demand.
- The NGO should monitor and evaluate stakeholder engagement by assessing the impact of stakeholders' feedback and participation on decision making process.
- NGO should identify best practices and challenges in measuring and reporting the outcome of stakeholder engagement.

#### **5.4. Limitations and Suggestion for Future Research**

The limitations related to this research and suggestions for future research are briefly outlined as follows:

- The research is limited on the perception employees, volunteers, and beneficiaries of the NGO as the stakeholders. And it is suggested that including government agencies, donors, and communities as stakeholders as well makes the findings more realistic.
- The research is limited to the NGO only focusing on health, education, and income generating program which does not represent all NGOs in Ethiopia. And it is

suggested further research should be conducted in order to analyze the practice of stakeholder management in Ethiopian NGOs in general.

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## **APPENDICES**

### **APPENDIX A: RESEARCH QUESTIONNAIRE FOR EMPLOYEES**

Dear Respondent,

My name is Hilina Theodros. I am attending the master's program in Project Management at the Addis Ababa University, School of Commerce. I am currently conducting a research on the title Accessing the Practice and Challenge of Stakeholder Management in Ethiopian NGOs: In case of Three Roots International as a partial fulfillment of the requirements for the master's degree. This questionnaire is crafted to collect data on accessing the Practice and Challenge of Stakeholder Management in Ethiopian NGOs: In case of Three Roots International. The data to be collected through the questionnaire is highly valuable to meet the objectives of this study. Therefore, you are kindly requested to fill in and return the questionnaire. The information you supply would be used for academic purpose only and will be kept confidential. Thank you in advance for your cooperation

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

1. What is your gender? \_\_\_\_\_
2. What is your age? \_\_\_\_\_
3. What is your highest level of education? \_\_\_\_\_
4. What is your current position in the NGO? \_\_\_\_\_

**Section 2: Stakeholder Management Practices**

1. How do you identify key stakeholders for your project?

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2. What methods do you use to engage stakeholders in the project?

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3. How do you manage stakeholder expectations during the project lifecycle?

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4. What communication strategies do you use to keep stakeholders informed about the project's progress?

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5. How do you assess stakeholder satisfaction with the project outcomes?

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6. How do you measure and report the impact of the project to stakeholders?

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**Section 3: Stakeholder Management Challenges**

1. What are the biggest challenges you face in stakeholder management as a project manager in an NGO?

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2. How do you address conflicts between stakeholders with competing interests?

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3. What strategies do you use to maintain stakeholder engagement throughout the project lifecycle?

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4. How do you manage stakeholders who are resistant to change or not supportive of the project?

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5. What methods do you use to address stakeholder concerns and issues during the project?

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#### **Section 4: Overall Assessment of Stakeholder Management**

1. Overall, how would you rate your organization's stakeholder management practices?

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2. How effective do you think your stakeholder management practices are in achieving project success?

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3. How do you think your stakeholder management practices could be improved?

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**Section 5: General Information**

1. How many years of experience do you have working as a project manager in an NGO?

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2. How many projects have you managed in the last 2 years?

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Thank you for participating in this survey!

## **APPENDIX B: RESEARCH QUESTIONNAIRE FOR VOLUNTEERS**

Dear Respondent,

My name is Hilina Theodros. I am attending the master's program in Project Management at the Addis Ababa University, School of Commerce. I am currently conducting a research on the title Accessing the Practice and Challenge of Stakeholder Management in Ethiopian NGOs: In case of Three Roots International as a partial fulfillment of the requirements for the master's degree. This questionnaire is crafted to collect data on accessing the Practice and Challenge of Stakeholder Management in Ethiopian NGOs: In case of Three Roots International. The data to be collected through the questionnaire is highly valuable to meet the objectives of this study. Therefore, you are kindly requested to fill in and return the questionnaire. The information you supply would be used for academic purpose only and will be kept confidential. Thank you in advance for your cooperation

1. How long have you been associated with the NGO as a volunteer?

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2. Which program(s) of the NGO have you participated in as a volunteer?

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3. How satisfied are you with your experience working as a volunteer for the NGO? Please tick your choice of answer in the box.

5	Very satisfied	
4	Satisfied	
3	Neither satisfied nor dissatisfied	
2	Dissatisfied	
1	Very dissatisfied	

4. How frequently do you interact with the staff members of the NGO?

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5. How effectively does the NGO communicate with its volunteers?

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6. How well does the NGO address your needs and concerns as a volunteer?

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7. What suggestions do you have for improving the volunteer program of the NGO?

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8. Have you faced any challenges while working as a volunteer for the NGO? If yes, please describe.

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9. How has the NGO impacted your life or community through your volunteering efforts?

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10. Would you recommend volunteering for the NGO to others? Why or why not?

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## **APPENDIX C: RESEARCH QUESTIONNAIRE FOR BENEFICIARIES**

Dear Respondent,

My name is Hilina Theodros. I am attending the master's program in Project Management at the Addis Ababa University, School of Commerce. I am currently conducting a research on the title Accessing the Practice and Challenge of Stakeholder Management in Ethiopian NGOs: In case of Three Roots International as a partial fulfillment of the requirements for the master's degree. This questionnaire is crafted to collect data on accessing the Practice and Challenge of Stakeholder Management in Ethiopian NGOs: In case of Three Roots International. The data to be collected through the questionnaire is highly valuable to meet the objectives of this study. Therefore, you are kindly requested to fill in and return the questionnaire. The information you supply would be used for academic purpose only and will be kept confidential. Thank you in advance for your cooperation

1. How long have you been associated with the NGO?
2. Which program(s) of the NGO have you participated in or benefited from?
3. How satisfied are you with the services provided by the NGO?
4. How frequently do you interact with the staff members of the NGO?
5. How easy or difficult is it to communicate with the staff members of the NGO?
6. How effectively does the NGO address your needs and concerns?
7. What suggestions do you have for improving the services provided by the NGO?
8. Have you faced any challenges while interacting with the NGO or availing its services? If yes, please describe.
9. How has the NGO impacted your life or community?

10. Would you recommend the services of the NGO to others? Why or why not?