



**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE**

**ASSESSMENT OF STAKEHOLDERS MANAGEMENT
PRACTICES AND CHALLENGES: THE CASE OF FOOD
AND AGRICULTURE ORGANIZATION OF THE UNITED
NATIONS (FAO) ETHIOPIA PROJECTS**

**BY
SOPHIA ABERRA**

**MARCH 2021
ADDIS ABABA, ETHIOPIA**



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**A PROJECT WORK SUBMITTED TO GRADUATE PROGRAM IN
PROJECT MANAGEMENT PRESENTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR MASTER OF
ARTS DEGREE IN PROJECT MANAGEMENT**

ADVISOR: ABDUREZAK MOHAMMED (PhD)

MARCH 2021

STATEMENT OF DELCARTION

I, the undersigned, hereby declare that the work contained in this project work entitled **“ASSESSMENT OF STAKEHOLDERS MANAGEMENT PRACTICES AND CHALLENGES: THE CASE OF FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS (FAO) ETHIOPIA PROJECTS ”** is my own original work and that I have not previously in its entirety or in part submitted at any university for a degree.

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STATEMENT OF CERTIFICATION

I certify that I have read the final project in its final form for submission and have found it satisfactory. Thus, the candidate has successfully completed an approved paper of study as required.

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This is to Certify that the thesis prepared by *Sophia Aberra* entitled: *Assessment of Stakeholders and Management Practices and Challenges: The case of Food and Agriculture Organization of the United Nations (FAO) Ethiopia Projects* submitted in partial fulfillment of the requirements for the Degree of Masters of *Project Management* complies with the regulations of the University and meets the accepted standards with respect to originality and quality

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List of Acronyms

CAADP	Comprehensive Africa Agriculture Programme
CPF	Country Programming Framework (FAO)
DAG	Donor Assistance Group
DP	Development Partners
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MDG	Millennium Development Goal
NGOs	Non-Governmental Organizations
PSNP	Productive Safety Net Programme
RED&FS	Regional Economic Development and Food Security
SLMP	Sustainable Land Management Programme
SNNPR	Southern Nations Nationalities and People Region
LOA	Letter of Agreement
UNCT	United Nations Country Team

Abstract

The objective of this research was to assess the challenges of stakeholder engagement and to find ways to strengthen it in the case of the Food and Agriculture Organization of the United Nations (FAO) projects implemented in Ethiopia. A structured questionnaire was used to collect data from FAO staff members who are working directly or indirectly on projects and also from selected stakeholders. Mixed analysis (i.e., quantitative techniques such as descriptive, frequency, percentage, graphic analyses and qualitative approach was used) and data analysis made using SPSS version 24.

The findings showed that key stakeholders are not well involved at the planning stages and throughout the project life cycle. The lack of proper communication is also described as an issue for effective engagement of project stakeholders. The study also established challenges of stakeholders such as low commitment, lack of ownership, competing priorities, capacity gaps, poor project reporting, ineffective coordination, lack of knowledge in various issues and staff turnovers.

It is recommended that all stakeholders work together to understand project goals and objectives, maintain collaboration, identify and engage relevant stakeholders from the planning to implementation stages. It is also important to provide capacity building services, and to improve the quality of monitoring and reporting activities to learn from lesson learned records. Finally, the study indicated future study areas that are not covered under this study: the challenges of stakeholders with resource partners, governmental ministerial offices, institutes, civil societies, private sectors and the bottom level end user beneficiaries at field levels.

Keywords: *Stakeholder Engagement, Stakeholder Identification, Stakeholder Challenges and Strengths, Food and Agriculture Organization of the United Nations (FAO).*

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Stakeholder engagement is an aspect of stakeholder management focusing on achieving meaningful stakeholder participation through effective communication, definition and engagement processes and strategizing the needs of stakeholders in the decision-making process to achieve organizational objectives. According to Hamidu et al. (2014) that stakeholder management helps to identify stakeholders on the basis of their power to influence and the urgency of claims and the legitimacy of their relationship with the organization. Stakeholder engagement has been much emphasized in the context of international development projects, where the focus has been on identifying those who are affected by a project and actively involving them in project design and delivery in order to ensure that the project is sensitive and responsive to the local needs and conditions (Mathur et al., 2008).

Different literature have supported that much of the difficulties of project execution originates from the minimal participation of stakeholders at different levels. For example, Fadhil (2017) argues that the lack of appropriate stakeholder participation starting from the planning stage through the completion of projects is a common gap that is highlighted in the terminal documentation of project closure and from the records learnt from lessons.

In asserting the importance of stakeholder engagement for a common goal, the United Nations emphasized that it's Agenda 2030 "is of the people, by the people and for the people", signifying that the stipulated goal is expected to be achieved with the participation of all countries, all stakeholder and all people. Similarly, FAO's 2030 Agenda and Stakeholder Engagement advocates the principle of "Leaving no one behind".

The Food and Agriculture Organization of the United Nations (FAO) is responsible for developing, promoting, overseeing and implementing agreed policies, strategies and activities for addressing food security, agriculture and rural development priorities in the member countries. Most of its interventions are made through projects aimed at providing technical support or emergency management and rehabilitation activities.

In its 2030 Agenda FAO recognizes collaboration as the primary mode of international cooperation, calling for action from all stakeholders to discover new ways of working together. The solidarity, partnership and the willingness to come together across geographies, fields of profession and disciplines is considered to be a core enabler of what FAO operates and achieves FAO Agenda, 2030.

For the purpose of this research, FAO Ethiopia-based projects whose objectives were to support the government in line with the European Union (EU) cluster program in coordination, monitoring and lesson learning by establishing links with the Zonal and Regional Disaster Risk Management (DRM) Agricultural Task Forces and other relevant institutions were selected. These projects were designed to provide support for better coordination of both short rehabilitation and long-term development programs, build the technical capacity of partners, facilitate learning and information sharing, and document and scale up best practices.

The projects were implemented jointly with key stakeholders such as the Ministry of Agriculture and other governmental offices, Civil Society Organizations, non-governmental organizations (NGOs), private sectors, small business organization resource partners and also through engaging at various levels of stakeholders, at selected regions such as Afar, Amara, Oromia, Somalia and SNNPR during 2014 to 2017.

The findings documented in the progress reports of these projects and in the terminal reports (for example, FAO evaluation of agenda 2030) shows the problems the projects encountered during their implementation. The major challenges were associated with poor stakeholder engagement and it is recommended that future stakeholder engagements need to be improved for better project delivery and to better achieve FAO's Strategic Objectives.

Taking into account the above points, this study aims to understand the challenges in implementing different projects of FAO (Ethiopia) and the possible solutions to strengthen stakeholder for meaningful engagement. The weak engagement with stakeholders is affecting the timely implementation of projects as this has been shown from the progress reports and end of project reports that means it calls for action by all

concerned to improve and design a better stakeholder engagement strategy to bring the desired project delivery to ultimately meet the organizational Strategic Objectives.

The research is expected to contribute to the efforts of the organization in its action to improve the stakeholder engagement in the interest of “leaving no one behind” through meaningful stakeholder engagement process.

1.2. Background of the Organization

FAO Ethiopia has been in place as a member of the FAO since 1948. In 1981, it opened a representative office in Addis Ababa, which today hosts the organization’s Sub-Regional Office for Eastern Africa (FAOSFE) with representation for the African Union and the Economic Commission of the United Nations.

In support of the Government of Ethiopia’s development goals, as articulated in the Growth and Transformation Plan II (GTP II) and other sector-specific strategies, the Organization is undertaking a wide variety of programs.

Priorities

According to the FAO Country Programming Framework (CPF) – 2016-2020, the Organization’s operations in Ethiopia is focused on three priority areas:

- Improving crop production, productivity, and commercialization;
- Improving livestock and fisheries production, productivity and commercialization and;
- Enhancing sustainable natural resource management.

Furthermore, there are cross-cutting focus areas: resilience building, climate change, policy analysis, funding support, coordination and knowledge management. The CPF, jointly developed with the government of Ethiopia, is aligned with the United Nations Development Assistance Framework for Ethiopia as well as with the national development objectives.

Programmes

- **Crop production and productivity for improved food security:** FAO is supporting the effort of the Government to improve crop production and productivity.
- **Improved livestock production and productivity for enhanced resilience of pastoral communities:** FAO is contributing to improving livestock production and productivity for enhanced resilience of pastoral communities.
- **Natural Resource Management:** FAO has developed a Monitoring, Reporting and Verification (MRV) System for the Environment, Forestry and Climate Change Commission (EFFCC) to monitor and report the status of national forest resources and emissions and to mitigate forest emissions.
- **Promoting nutrition-sensitive agriculture to eliminate all forms of malnutrition by 2030:** In order to facilitate the achievement of Sustainable Development Goal 2 and the national objectives of eliminating all forms of malnutrition by 2030, FAO promotes nutrition-sensitive agriculture in both normative and investment aspects.
- **Rural Women Economic Empowerment:** FAO is partnering with three other UN organizations (WFP, IFAD and UN Women) to improve rural women's economic empowerment in the Afar and Oromia regions and to promote the complementary preparation of food for 2,500 women.
- **Strengthening agribusiness.** FAO provides the Government of Ethiopia with technical assistance for the implementation of Integrated Agro-Industrial Parks (IAIPs). It also contributed to the formulation of Ethiopia's Agro-Industry Strategy.
- **Social Protection:** The organization is supporting the design of the next phase of Productive Safety Net Program (PSNP).
- **Food Security and Nutrition Information:** Working with partners, FAO supports the Government of Ethiopia in generating regular, timely information and evidence-based analysis on the food security situation in the country.

- **Desert Locust Control and Livelihood Response:** The organization is implementing interventions aimed at curbing the spread of Desert Locusts, safeguard, and support early livelihoods recovery of communities affected by the crisis.

1.3.Problem Statement

The issue of stakeholder engagement is still a problem in many international organizations. It is not yet well addressed and need to be further studied. According to Benson et al. (2013), exploring stakeholder engagement issues in food and agriculture policy processes becomes a critical research gap. Improving the quality of such interactions has the potential to better inform and empower key actors in the agri-food system, while also producing more pluralistic and inclusive public policy capable of delivering desired outcomes (Mockshell and Birner, 2015).

The lesser involvement of stakeholders is believed to negatively affect the effective implementation of Food and Agricultural projects. For example, Arlette et al. (2016) evidenced that increasingly multi-stakeholder processes have been recognized as being necessary to the development of public policies seeking to promote systemic innovation in response to complex and multidimensional challenges, such as household food security, rural development, and climate change.

According to FAO (2020), it is evident that the comparative advantage from the stakeholder active engagement is not met to the level expected. FAO would have been well positioned with stakeholders to smoothly implement projects, closely work on monitoring system to identify problems and bottlenecks and establish the networks and partnership required to address issues.

The FAO Ethiopia gets its project funds from member countries and other international resource partners for providing technical support for implementation of government flagship programmes, like facilitating policy dialogue in the area of agriculture and rural development; advocacy and communication of innovations; norms and standard setting and knowledge management and dissemination.

However, different project reports show that among the implementation challenges emanate from the inadequate involvement of stakeholder engagement at various level of project implementation.

The particular project case for this study is the SHARE Ethiopia project (Strengthening Institutionalized Subnational Coordination Structure and Harmonization Mechanisms) implemented from 2015 to 2019. According to the Terminal Report produced in 2020 the challenges faced during the project life are:

- Problem in understanding and attitude towards coordination. There were lack of common understanding of the meaning and implications of coordination, particularly from a development perspective (coordination attitudes).
- Coordination skills are weaker (coordination aptitudes) and there are no clear coordination standards and accountability. The project attempted to align stakeholders around a common, shared understanding of coordination, which found to be challenging and time taking. It says, the absence of common understanding of the projects of coordination created confusion among project stakeholders and therefore affected the result.
- Government stakeholder turnover has impacted on project knowledge and coordination and partnership lines that left the interim employees to be not in position to make decision at all, making it a challenge to work with the stakeholders.

In an another ongoing project: “Food Loss Reduction through Improved Postharvest Handling and Value-addition of Key Fruits and Vegetables” a project being implemented with government and run until 2022, has mentioned similar concerns: that the high turnover of stakeholder government staff and frequent change in government structure and the inherent problem in understanding of and attitudes towards coordination is affecting the implementation of the project.

This initiated the need for further research endeavor to identify the cause and effects of challenges in stakeholder engagement in the process of implementing the FAO Ethiopia projects and what can be done to improve to strengthen project stakeholders’ engagement level for better attainments of planned results. Such lack of adequate engagement with

stakeholders starting from the planning stage throughout the implementation and closure stages of a project are the gaps that are highlighted from the project closure terminal reports and from the records on lessons learnt as critical determinants success of projects.

Taking the above challenges into account, this study strives to identify the major gaps, causes and effects of stakeholders' engagement in FAO projects in Ethiopia and to recommend actions to improve stakeholders' engagement level for the smooth execution of project activities and better attainments of planned results and meet the strategic objectives of the organization.

1.4. Research Objectives

The general objective of this study is to assess the gaps, cause and effects of the challenges of stakeholder engagement in FAO Ethiopia projects and ways to strengthening for achieving better results.

Specific Objectives

To address the general research objective, below are lists of specific research objectives:

- To identify factors that constrain successful stakeholder's engagement;
- To identify the causes and effects of the challenges in stakeholder's engagement level;
- To identify factors that enable successful stakeholder's engagement in FAO.

1.5. Research Questions

As Ethiopia is one of the developing countries having various FAO projects being funded, challenges of stakeholder engagement is an issue that need to be addressed. Therefore, this study tries to answer the following questions:

- What are the challenges of stakeholders' engagement under FAO Ethiopia projects?
- What are the major causes and effects of these challenges of low stakeholders' engagement?

What are the possible mechanisms to address the challenge of low stakeholder engagement to strengthen partnership?

1.6. Significant of the Study

The study has come up with recommendations on how partnership will be improved in the project implementation process and also identified areas for improvement in dealing with stakeholders. Hence, the finding is provides useful suggestions useful for FAO to improve its stakeholder engagement in its future project implementations. Moreover, the finding will contribute for development partners implementing project of a similar nature.

1.7. Scope of the Study

The scope of this study is limited to projects that have been implemented by FAO Ethiopia in collaboration with the Federal Ministry of Agriculture (MoA) and other FAO key stakeholders during 2014 to 2020. It does not cover the stakeholder challenges that FAO or MOA faced at regional levels during those period.

1.8. Organization of Study

This study is organized into five chapters. Chapter one deals with the study purpose, background, statement of the problem, objectives, significance of the research, scope, limitation, and significance of the study. Chapter two deals with literature review practice and challenges of stakeholders' engagement. Chapter three presents the methodology, and a research method to collect and analyze data. Chapter four discusses the data analysis results. Chapter five discusses the findings and the conclusion of the study. Besides it suggests future works and presents some recommendations.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Project Stakeholder

Project stakeholder is defined in various ways by different writers (PMBOK 2017) indicates Project Stakeholder is a person, group or organization that may be affected, affected by or considered to be affected by a project decision, action, or result. The concept of Freeman is said to be the most classic and broad concept, “A stakeholder in an organization is any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Freeman, 1984). Kirsi Aaltonen (2010) defined, project stakeholders are identified, as both individuals/persons and as groups/organizations.

Roeder T. (2013) a stakeholder is a person, a community or an organization and that project stakeholders may represent themselves, a community or an organization. The method of the project manager to handling each stakeholder differs depending on which of these groups the stakeholder is concerned.

Similarly, IFC (2007) describes “people or groups directly or indirectly affected by a project, as well as those who may have an interest in a project and/or the ability, either positively or negatively, to influence its outcome.” Another concept by Olander (2007) is a person or group of persons who have a vested interest in the performance of a project and the community in which the project works. The word “vested interest” is defined as having possession of one or more of the stakeholder attributes of power, legitimacy or urgency (adapted from Mitchell et al, 1997).

2.2 Stakeholder Engagement

According to AA1000 Stakeholder Engagement Standard (2015), Stakeholder engagement is the mechanism used by an organization to involve relevant stakeholders with a common goal of achieving agreed outcomes. It is also now recognized as an essential accountability system, as it obliges the organization to engage stakeholders in identifying, understanding and responding to sustainability issues and concerns, and to report, clarify and response to stakeholders on decisions, progress and results.

The UNDP 2017, effective stakeholder engagement is essential to the achievement of the Sustainable Development Goals (SDGs) and to the application of the principle of ‘leave no one behind’ in combating inequalities and ensuring equity and non-discrimination across all programming fields.

In addition (2014 RICS) describes Stakeholder Engagement in different ways. It states due to the inherent confusion and complexity of how each stakeholder views and responds to a project, stakeholder engagement is stated a complex issue. The Ten Principles from the survey and workshop held with the research of RICS and APM as best practices can be used as guiding principles for managing stakeholders for better delivery.

It suggested that the practioners may apply these principles ‘real world’ examples show how the principle can be applied.

- Principle 1: Communicate: Know and understand the people you will be working with during the project life, before start engaging and influence;
- Principle 2: Consult early and frequently: At early stage of the project, hold consultation regularly to ensure the needs are agreed and delivery is agreed that is accept by the majority of stakeholders;
- Principle 3: Remember they’re only human: Understand the stakeholder behavior to mold a better of working to maintain a productive relationship;
- Principle 4: Plan it : Careful planning before engaging stakeholders can bring important benefits;
- Principle 5: Relationships are key: Establishing good relationships results in increased trust that minimizes uncertainty and helps problem solving and decision making process.;
- Principle 6: Simple, but not easy: Using foresight to anticipate risk and taking simple and on time actions with stakeholders can improve project delivery;
- Principle 7: Just part of managing risk : Involve stakeholders as they are potential source of risk and opportunity within the project;

- Principle 8: Compromise : examine the relative importance of all stakeholders to establish a weighted hierarchy against the project need and donor demand;
- Principle 9: Understand what success is: Success is subjective –need to establish what the stakeholder community expect success to be for them within the project delivery context;
- Principle 10: Take responsibility: responsibility of everybody to handle their role and to follow the proper approach to communicate and engage.

Stakeholder engagement (RICS 2014), in contrast to technical skill it requires management skills like scheduling, involves making numerous difficult decisions and good judgments. The skills needs: balancing simultaneously with a mix of technical, financial and human challenges, impacting others and balancing the interests of conflicting stakeholders, Communicating successfully, intuition, emotional intelligence and empathy apply to, Relationship building and confidence maintenance, dealing with uncertainty, ambiguity, risk and unknowns, working with evolving goals, constraints and environments over long timescales.

2.3 Project Stakeholder Management

The project environment can be defined in many ways. Daft (2001) defines the environment as “...all elements existing outside the boundary of the organization that have the potential to affect all or parts of the organization”.

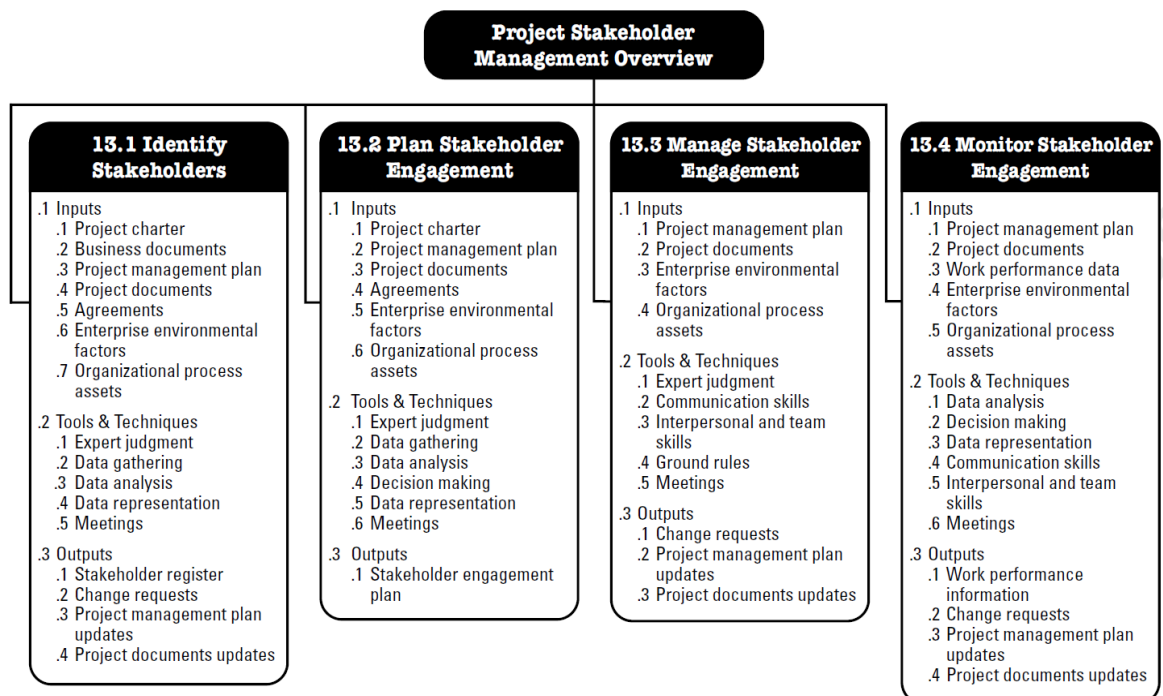
The APMBok (6th edition, 2017) defines Stakeholder Management having four processes:

1. Identify Stakeholders: These stakeholders are may be: Customers, Sponsors, Management, Project Team and Project Manager
2. Plan Stakeholder Engagement: It is the management strategies that needed to engage stakeholders effectively in the main project management plan. The actionable plan is the expected output of this process group

3. **Manage Stakeholder Engagement:** It result efficient communication with stakeholders and works with them through meaningful and appropriate participation in project activities to meet their needs. It's like letting them watch the 'making of the film' before the actual movie is on screen.
4. **Monitor Stakeholder Engagement:** In this process the overall project stakeholder relationships are monitored so that strategies and plans to engage stakeholders are adapted to the context.

Similar to project stakeholder, integration of stakeholders is essential to achieving project objectives as it will reduce the gathering of all project information and approvals and help identify the expectations and needs of stakeholders. The integration itself is directly connected to the idea of teamwork that includes good working environment: respect among team members, a common goal (in this case, the goal of the project) and solidary and cohesion of the team that promotes efficient performance and good results. (Marcelo A. Briola, 2015).

Chart 2.3: Project Stakeholder Management Overview



Source: Project Management Institute, 2017

2.4 Theory of Stakeholder

According to Mitchell et.al, the theory of stakeholders integrates attributes of power, legitimacy and urgency to suggest dynamism in the systematic identification of stakeholders. The stakeholder theory help us to identify important stakeholders at various stages and enables us to prioritize stakeholders by considering attributes of power, legitimacy and urgency.

According to Freeman in his book of Strategic Management: a Stakeholder Approach, the theory of stakeholders is an organizational management and business ethics theory that concerns for different stakeholders affected by business organizations such as employees, suppliers, communities, creditors, and others. In handling a firm, it discusses morals and values, such as those linked to corporate social responsibility, market economy, and the theory of social contracts.

In another definition by (Parmar B. et l.2010), it is defined as a category of theories that can cover a number of normative cores. Normative cores are an intentional attempt to address two questions that all businesses face. Initially, what is the firm's purpose and secondly to whom does the organization have an obligation.

2.5 Theory of Participation

Participation in the eyes of theories of community development is a process by which local community stakeholders become part of the decision-making process that demonstrated through participation during the planning, implementation, evaluation and adaptation of project phases. Participation is further highlighted by the presence of appropriate frameworks for members to be involved in decision-making, and that would be more meaningful if implemented by empowerment systems, which relate to obtaining skills and knowledge required to make informed decisions (Hall, N. et al, 2016).

The article "Stakeholder Participation and Engagement in the Governance of Waste Wolkite, Ethiopia" (Woldesenbet, 2021) states the importance of engaging national stakeholders by designing innovative projects, consultations, decision-making forums, and collaboration structure. Platforms for decision-making ought to be accompanied by forums for monitoring and evaluation as it is very effective in bringing about constructive

engagement for a sense of duty at the top of social issues that is said to be through bottom-up approach.

The FAO 2030 agenda explains participation as the concepts of human rights that the right to participation means the right to have access to information, to be consulted or to participate directly in the writing, execution and supervision of legislation and policies .On the spirit of strengthened global solidarity, which focuses in particular on the needs of the poorest and most vulnerable, and involves all countries, all stakeholders and all people.

2.6 Approaches, Methods for Strengthening Stakeholders Engagement

The practice of stakeholder management using qualitative analysis, was investigated by 12 UK companies in the field of construction. Interviews were conducted with these companies and content analysis was used to define trends reflecting successful stakeholder management practice. Construct validity and a workshop highlighted the verification of underling and frontline techniques for stakeholder leadership. The highlighted tactics are maintaining existing network, offering top-level assistance and being constructive, while the frontline approach involves the use of negotiations, trade-offs, incentives and concessions. (Chinyio and Akintoye, 2008)

In addition, Winch 2002 believes that it is an important part of stakeholder management to find ways to change opponents to supporters by offering appropriate changes to the project mission and preventing possible supporters from defecting to the opposite. Aaltonen et al. 2008 states that managing the relationship between the project and its stakeholders is the key issue in project stakeholder management.

According to Kvam, Reidar (2019), a meaningful stakeholder engagement is an approach to ensure that analytical, participatory, and operational aspects mutually inform each other, and constitute an ongoing, iterative process throughout the project cycle. It mentioned ten important elements of meaningful stakeholder:

1. Identification of priority issues;
2. Stakeholder analysis and engagement plan;

3. Prior information, how will information be provided to stakeholders prior to consultation in a meaningful way;
4. Appropriate forums and methods for the consultation process: how should consultation events be organized;
5. How should the project ensure that the voices of vulnerable or marginal groups are heard and considered;
6. Design and implementation decisions considering stakeholder perspectives;
7. Baseline data and action plans: have appropriate data, indicators and benchmarks been established;
8. Establishment of a management system incorporating stakeholder engagement: how will the project establish and maintain a suitable and adaptive management system to address environmental and social issues throughout the lifetime of the project;
9. Grievance mechanisms: How can stakeholders seek remedy if they feel the project is causing harm to them or the environment;
10. Ongoing stakeholder engagement throughout project implementation and completion: What are the mechanisms established to ensure that stakeholders are kept informed and involved throughout project implementation and in transition arrangements for the closing of the project.

As research shows using a meaningful stakeholder engagement approach gives the opportunity to involve all parties concerned from start to finish to deliver meaningful results. Engaging them through leading the process and leaving participants with the impression that they have contributed for instance for a meaningful real decision-making or policy making process for actions that affects the community.

2.7 Success Factors for Stakeholder Engagement

Through a content analysis of the articles of SE Project (Waris M et al.) 2019, the ten critical success factors of effective SE have been determined. These factors are: effective communication, continuous consultation, understanding the underlying intentions and behaviors, implementing strategy plans, building and sustaining good relationships,

analyzing the changes, mitigating risks, compromising conflicts, understanding project success and lastly good project governance.

Furthermore, RICS (2014) stated the stakeholder consultation session should be ongoing throughout the project life cycle. Consistent stakeholder analysis will be provided by frequently consultation between the project team and the stakeholders, and that will contribute to the successful performance of the project. Elias A. et al., (2015).

The success of the project is often measured by the final cost, time and quality results. Project success, can also measure by examining the value of the project to the firm that invested in it, usually contrary to the allocated amount (Davis, 2017). Yu and Shen (2015) stated that by continuously examining the involved stakeholder satisfaction, the value of project stakeholders should be reviewed.

2.8 Challenges of Stakeholder Engagement

According to Jae H. Lee Townsend et al. (2018) have argued that, in actuality, the term “uncertainty” can lead to sub-types of knowledge problems: risk, ambiguity, complexity, equivocality and a priori irreducible uncertainty. These knowledge gap/problems are obstacles to managers in their relationships with stakeholders.

In addition, three best practices were selected from studies made in Australian local councils, Kaur A., Lodhia S. (2019) as cases to explore the problems and challenges of effective stakeholder engagement. From document analysis and from the result of April 2019 interview with the Integrated Sustainability Services (ISS) focus on the local councils that have engaged stakeholders, the local councils practical obstacles and issues during engaging with their stakeholders were:

1. Limited resources (i.e. funding, time and staff): to determine the level of engagement and achieve meaningful engagement;
2. Lack of commitment: from internal stakeholders in relation to their sustainability and stakeholder engagement projects;
3. Political factors: political nature of the firm came as a key challenge for the local councils in achieving their stakeholder engagement objectives in connection with elections that could result in a change of leadership and impact;

4. Heterogeneous concerns: Heterogeneous stakeholders' interest could raise conflicts among different stakeholder groups, thus resulting in difficulties in achieving consensus;
5. Unwillingness to participate: Lack of interest in stakeholders to engage with them in relation with production of reports to improve the quality of the reports.

2.9 Stakeholder Engagement and its Challenges in International Organization

According to (Miller, R., Lessard D., 2000), the management of stakeholders is critical in international projects that have huge economic, social and cultural impacts. International project research often addresses the question of how such projects are differentiated from a "standard project". The complex organizational set-up, with a multitude of interfaces and a large number of stakeholders involved, is a characteristic often highlighted in the context of international projects.

Most of the relevant literature believes that the impacts of the socio-political environment and in particular, those of external stakeholders, reduce the predictability of international project outcomes. (Lessard D. et al., 2000). Management challenges are not only technical in international projects; these challenges may also involve managing social, political and cultural aspects in the context of different stakeholders in diversified environment with different socio-cultural backgrounds, goals and strategies, Aaltonen K. (2010).

The operational challenges are among the issues that the International projects faces. Malena C. (2004) says there are five key operational challenges that are related to the management and governing of stakeholder were identified: inclusion, clear definition of purpose and roles, participation or power-sharing, accountability, and strategic influence. Lack of understanding of the various interest groups, the drivers of their actions and their impact potential during the project lifecycle as a major challenge in international projects. (IFC, 2007; Miller and Olleros, 2000; Winch and Bonke, 2002).

The study by Gurmu T. (2019) in MCDP projects - challenges for instance conflicting interests, low commitment, lack of proper communication, seeking personal benefits, indifferent or low understanding of issues, diversion from common agreement,

unrealistic expectations and management high cost are greatly were found to affect on the delivery of projects in the organization.

Stakeholder Analysis

Stakeholder Analysis is a way used to recognize and analyze the importance and relevance of key entities, associations of individuals or organizations who may have a direct effect on your performance (Friedman and Miles 2006). It needs a concentrated, well-organized project manager to accomplish the goals of a project, who can communicate with a dedicated team and obtain the cooperation of all stakeholders.

From the outset, establishing good, trustworthy relationships with involved parties will be the difference between success and failure of the project. Before beginning a new project, Merrie Barron and Andrew Barron says will take the time to identify all stakeholders. Include those influenced by the project and individuals with the potential to control the project. Then, use the following approach to start the process of establishing good relationships with each individual.

- **Analyze stakeholders:** Perform an overview of stakeholders or an evaluation of the main actors of a project and how their problems and needs may be impacted by the project. Identify their personal attributes and desires. Find out both what motivates and what provokes them. Defining roles and level of involvement and deciding if there are conflicts of interest among stakeholder groups;
- **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. Make sure to 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 put his or her level of support. Always remember to balance support against influence. Is it vital to have strong support from a stakeholder with little influence from one with a high level of influence?
- **Keep stakeholders involved:** Don't just give stakeholders a report. Request their input. By scheduling time for coffee, lunch, or quick meetings, get to know them better. Measure the ability of each stakeholder to engage and honor time constraints

- **Understand their expectations:** Highlight in bold the particular expectations of stakeholders. When needed, ask for clarification to be sure they are fully understood.
- **Define success:** each stakeholder may have a different concept of what the success of the project looks like. Discovering this is a formula for failure at the end of the project. Collect definitions and include them in the objectives to help ensure that the final outcomes are supported by all stakeholders.
- **Keep stakeholders informed:** Submit status reports regularly. One update every week is monthly is not enough. As needed, hold project brief meetings. Make sure to respond promptly to the queries and emails from stakeholders. Regular communication is always appreciated and may even soften the situation when with bad news to share.

According to K. Tsegaye (2019) in his thesis discussed that the review process of stakeholders should begin with identification. It says you have to identify who the stakeholders are, first, only because in the organization they are important does not always mean that they are important to your project. Only because they think they're necessary doesn't mean they're significant. Only because they don't feel they need to be involved doesn't mean that they don't need to be involved. Notice that there are persons in certain cases who believe they are stakeholders. They may not be, from your viewpoint, but be careful how you treat them. For those with the potential to influence your idea, they could be powerful.

Secondly, you need to decide what power they have and what their goals for your project are. Do they have the power for your project to have an impact? Are they supporting or opposing you? With them, what strategies do you follow? Thirdly, what is the interaction between stakeholders? By working with those who support you to enhance the views of those who oppose you, can you improve the chances of your project?

On the other hand, Mitchell et al. (1997) argues that there are three characteristics of stakeholders: legitimacy, power and urgency. That is the classification of the various stakeholders based on these attributes, creating seven categories of stakeholders and one category of non-stakeholders.

Stakeholder mapping is a means of assessing who will have the most positive or negative effect on an initiative by stakeholders or who is likely to be most impacted by the effort to determine appropriate engagement strategies for potential initiatives. It is also helpful to use tables or maps as a way to organize or prioritize stakeholders in order to summarize the attributes of stakeholders, such that proper engagement techniques may be defined.

The analysis of stakeholders is performed in terms of power/influence vs. interest/importance (well know, Power-Interest Matrix by Mendelow) – this techniques priorities the stakeholders in terms of power and interest and helps to show the degree of engagement needed by various stakeholder groups (Gingle, K., 2018 et al.).

Chart 2.9: shows how a mixture of attributes can create different types of stakeholders

Stakeholder Analysis Grid			
Influence	High power to influence change	Satisfy: Medium-priority stakeholders that you will need to work with and engage as opportunities arise to impact Examples: Media, other NGOs and CSOs	Influence: High priority stakeholders that have the ability to impact and take decisions to support your overall advocacy objectives Examples: Policy-makers, local or national decision-makers, high-level officials
	Little power to influence change	Monitor: Low priority stakeholders to involve only when resources permit or where there is potential added value to one of your objectives Examples: Local businesses affected by the issues	Inform, consult, and involve: Medium-priority stakeholders that could be most affected by this issue, and would be beneficial to consult with and keep informed of your work Examples: Local communities and stakeholders that are impacted by the issues you cover
		Doesn't matter much to them and/or does not work closely on issues	Matters a lot to them and/or works closely on issues
Interest			

Source: Goal 16 Advocacy Toolkit, TAP Network

2.10 Empirical Review

According to the Martha (2018) study aimed at analyzing the stakeholder participation and challenges of the projects of the United Nations Industrial Development Organization (UNIDO), she has indicated that often the international development projects are criticized for their lack of commitment to the project that one reason is to stakeholder

engagement. In her findings the process of stakeholder engagement is at the stage of development, with strategy and process in place, but with communication and engagement challenges from the multi-stakeholders involved.

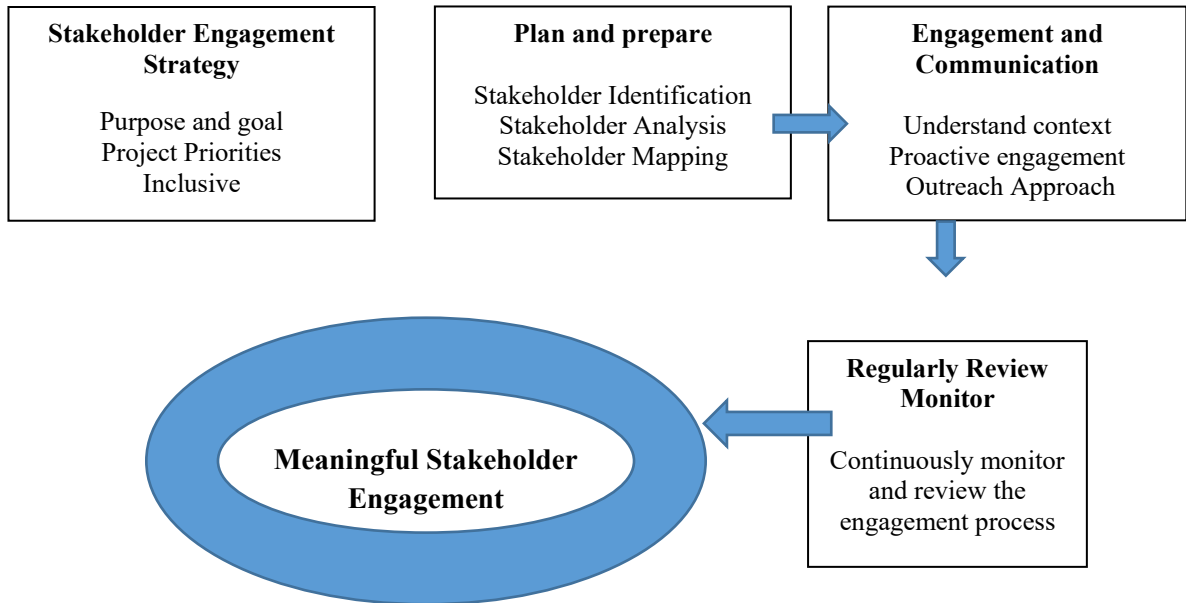
As part of future work more study needs to be conducted on stakeholder engagement that are not addressed on her study:

- Engaging stakeholder at grass root level
- Apply lesson learned / best practice for future similar projects
- Improve communication (through technological facilities)

The study made by Misganaw, Hailemariam (2020), Stakeholder Management - Practice and Challenges: The case of Plan International Ethiopia WASH Project shows the absence of institutionalized stakeholder management system within the organization, lack of communication, properly identifying stakeholders of project and keeping and promoting good relationships mentioned as critical success factors. Also, failure to identify the right stakeholders, lack of attention to the level they deserve, poor engagement and lack of commitment are the major challenges that the organization facing while managing stakeholders, which calls for the need for further studies in stakeholder engagement areas for better stakeholder management for ultimate project successes.

In other studies, Stakeholder Management in Complex Project: Review of Contemporary Literature (T. S. Nguyen¹, S. Mohamed, et al., 2018) this journal examined the stakeholder management previously published articles between 2005 and 2016 and discussed the relevant trends under four themes. These are: stakeholder analysis, stakeholder influence, stakeholder management strategies and stakeholder engagement. It emphasize the social network analysis strongly emerges as valuable tools for analyzing the complexity of stakeholder interrelationships. It added, stakeholder analysis and stakeholder engagement strategies are powerful in addressing environmental complexity like: multiple stakeholders, in an environment of changing policy and regulation situation.

2.11 Theoretical Framework



The Theoretical Framework’s four components show elements and processes of a “Stakeholder Engagement Practice” that contribute to successful implementation of the projects and ultimately positively contribute to the organization Strategic Objectives.

1. **Stakeholder Engagement Plan Strategy:** purpose, goal, project priorities, inclusive (leaving-no-one behind) : under the 7th edition to come the PMBOK Guide stated 12 governing principles, which are generally accepted actions and behaviors regardless of the approach. Among which the number 3 principle is “engage stakeholders to understand their interests and needs”. In line with this principle, this element will help to address the need for FAO-Ethiopia to take the stakeholder engagement as one important component of the project so that whenever projects are formulated to reflect the stakeholder engagement position, value, interest and need.
2. **Plan and Prepare:** Stakeholder identification, stakeholder analysis, and mapping: these elements focuses on the process of identification of all stakeholder involved in a given project be it internally or externally and involve them from the inception of the project to closure level. Being proactive and making the

stakeholder the project flag ownership. It also helps to foreseeing challenges with stakeholder to design resorting mechanisms for better project delivery processes.

3. **Engagement and Communication:** time, outreach, understand context, proactive and transparent communication with stakeholder. This is to show communication and the need for continuous engagement with stakeholder are very fundamental for successful delivery of projects. Also, apart from the customary means of communication with stakeholders through reports, emails and sometimes-physical meetings, alternatively to use a different technological facilities through: Skype, Zoom, Microsoft, tele/video conferencing to meet stakeholders for continues engagement plan which proved to be effective during the COVID-19 pandemic.
4. **Regularly Review/Monitor:** continuously review the engagement: this is to monitor the stakeholder engagement performance during the project cycle the reporting format agreed with stakeholder for intervention need like: capacity building need, technical support.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter is to justify and summarize the methodology to be applied to answer the research questions. The chapter presented the research approach, research design, population and sampling, and data collection instrument.

3.2 Research Design and Approach

Basically the main types of research methodology are quantitative and qualitative methodology. Quantitative methodology is a type by which one quantitatively tests the importance of a hypothesis to answer the question like how much and its relationship. This research is systematic and applies numbers (quantity). Whereas the qualitative method is the type which relies on ones observations and descriptions on issues. It is subjective and descriptive. Such method is applied to assess knowledge, attitudes, behaviors, and opinions of people depending on the subject of the research to be undertaken (Goundar, 2012).

The aim of descriptive research is to describe a situation and its attributes. It is concerned mostly with what happened how or why it happened. (Gall, Gall and Borg, 2007). The descriptive type of research design will allows studying characteristics, challenges, perspectives, practices that will give an opportunity to find out what happened and what should be done to improve the current practice.

It is also common to use a mixed research approach (i.e. both qualitative and quantitative methods). The reason to use this research type is because of the nature of the research questions and objectives. The general objective of this research is the assessment of challenges of stakeholder engagement in a selected FAO Ethiopia project to assess its challenges and identify possible solutions to improve stakeholder engagement for overall better performance and effective project delivery. The research can benefit from a mixed research method so that both quantitative and description of issues using frequencies and averages and also observing and describing peoples' opinions and attitudes become possible.

Such approach are applied using a questionnaires and a structured interview as data collection method. The rationale behind using this method is as both have the ability to explain and interprets results, support strengths or show the weaknesses of a single design and to respond questions at different levels and from different varied data sources (Creswell, 2014).

3.3 Target Population

According to (Lavarakas, 2008) in social science research is to define the unit of analysis of a scientific study. The unit of analysis refers to the person, collective, or object that is the target of the study. In this research the subject of the study were FAO Ethiopia staff who have been working as Project Coordinator, Technical Experts in the field of Forestry, Fisheries, Land Management, Veterinaries, Nutrition's, M&E experts, Management staff and also from government MoA who are working directly or indirectly for projects.

According to O.Olorunfemi (2020) the Census Method which is also called as a Complete Enumeration Survey Method wherein each and every item in the universe is selected for the data collection, or whenever the entire population is studied to collect the detailed data about every unit. The universe might constitute a particular place, a group of people or any specific locality which is the complete set of items and which are of interest in any particular situation. It provides intensive and in-depth information covering many facets of the problems. Since in this type of investigation every item of the universe is taken into account, the conclusions are more accurate and reliable.

A total of 39 individual were contacted to participate in the questionnaire survey. The staff working on projects were very few in number and a total of 34 of them participated in the survey. When the universe is a small one, it is no use resorting to a sample survey thus a census is employed for the survey.

Furthermore, three key FAO respondents were engaged in a structured interview to further gain an insight into the practice and challenge that could probably fail to be captured from the survey response. In addition, one key government Focal Person for stakeholder's engagement were also interviewed.

3.4 Data collection method

Data collection is a method of obtaining knowledge from the appropriate sources through primary data collection and secondary data collection methods. The quantitative data collection methods help to collect quantitative data which are subjected to calculations to find descriptive figures (percentages, averages, etc..) on different issues. Closed-ended questions are common methods of quantitative data collection (Dudovskiy, 2018). This research used a questionnaire to collect data for the quantitative part of the study.

The qualitative studies aim to ensure greater level of depth of understanding and its data collection methods include interviews, questionnaires with open-ended questions, focus groups, observation, case studies and alike (Dudovskiy, 2018). This research also adopted a qualitative data collection method through structured interview for three key respondents to obtain a wider level of understanding of the study.

Moreover, as a secondary source of data, such as papers, project documents, project periodical reports, books, articles, journals were referred to. In order to complement and act as the basis for the instruments and results of the analysis, relevant websites and online materials were also used as source of references.

3.5 Data Analysis and Presentation

The qualitative data in this study were analyzed using descriptive way of analysis. Analysis of the data helped to generate information objectively. It also helped the investigator summarize and compare the answers to draw an analytical conclusion specific to the research question at hand.

➤ Quantitative data collected

The quantitative data were collected using a questionnaire that is adopted from the FAO manuals on issues related to stakeholder engagement and from previously tested work of Martha (2018) on Practices and Challenges of Stakeholder Engagement of United Nations Industrial Development Organization (UNIDO) presented in partial fulfilment of the requirements for Masters of Project Management.

The questionnaire was organized into five sections (Section A:- captured the general information about the respondents on demographic description, qualification, work experiences, and area of work; Section B to Section E focused on answering the actual research questions). These questions were mainly presented in a Likert format and few questions in a choice format.

The questionnaire responses of the project personnel were analyzed using SPSS statistical package (version 24). Descriptive statistics are used such as frequencies, mean and percentages. The responses in the Likert scale were analyzed through: Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree whereas the responses from the choice were presented through choice format presentation. These results were summarized and presented in a tabular format for easy that ease of understanding of the study can be achieved along with relevant interpretation.

➤ **Qualitative data collected**

The qualitative data responses from the three key respondents participated in the interview through a set of ten questions were analyzed for further in-depth understanding. The open-ended questions responses were also integrated within the overall finding of the result under the applicable variables. The questions were aligned to the research objective, therefore, a question on the stakeholder engagement challenges and the ways for strengthening were discussed.

3.6 Reliability and Validity

Research validity refers to the degree to which the study findings are genuine (Walliman, 2006). It is about finding out if collected data is relevant to the problem under study. The validity of the research was partly ensured by using developed open and close ended questionnaire adopted from similar research papers and FAO stakeholder training materials.

3.7 Reliability and Validity of Questionnaire

Since this study used questionnaire as the main instrument for data collection, the questionnaire was tested to minimize measurement errors before data collection. Some questions in the questionnaire were changed after a pre-test as a result of the feedback from the pilot group. The results from the pre-test were not combined with the results of the post-test.

After collecting the data reliability test was performed using Cronbach's Alpha. The following formula is used:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Where:

- N = the number of items.
- \bar{c} = average covariance between item-pairs.
- \bar{v} = average variance.

The formula yields a result of 0.721 which indicates reliability.

A structured interview format used benchmarking the relevant literature review and questionnaires to generate a valid responses. Furthermore, the tools of data collection validity were crossed-checked with the available tools from FAO stakeholder project management references and colleagues who are experts in the area.

Validity refers to the extent to which the content parts of the questionnaire instrument cover the concept that measured. Taherdoost H. (2016). The respondents provided their views in the questionnaire on the aspects of stakeholder challenges and on what can be done to strengthening the FAO Ethiopia projects with an open-ended questions, to give their view on the content validity of the questionnaire instrument.

One-on-one interview were also conducted with FAO two key personnel and a Government Focal point for Stakeholder issue. The assessments were based on references of the given project terminal reports, journals, policy documents, project documents and other related known reference documents.

3.8. Ethical Consideration

The information obtained from the participant will remain confidential and the response to which main informants respond will not be used for any reason other than this study work. The respondents are informed that the information they provided are confidential and will not be used other than academic purposes.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the results of the analysis made using data collected from the respondents. Descriptive statistics is used to present and analyze the data collected to address the objectives of the study. The data are analyzed using SPSS statistical software version 24.

4.2 Response Rate and Demographic Data

In order to analyze and make sound recommendations on the gaps observed with regard to stakeholder engagement and to identify as what can be done to strengthen stakeholder engagement, prior to the distribution of the questionnaire, a pilot testing of five questionnaire were carried out and based on the feedbacks necessary modification were made for clarity. Of the 39 questionnaires distributed, 34 were completed and returned. Consecutively, the response rate to the questionnaire reached to 87.1%. The anonymity of the questionnaire (confidence developed with interviewer) enabled the respondent to comment critically their organization (in other words their own work).

On top of the questionnaire used to collect quantitative data, qualitative interview were conducted and three key informants working at high level position at FAO Ethiopia were interviewed to collect qualitative data and their views are incorporated. One key informant from government who is a focal person for stakeholder engagement and liaising between FAO and MOA was also interviewed.

The remaining part of this section is split into five sub-sections: General information about respondents; Stakeholder engagement strategy (purpose, goal, project priorities, inclusive -leaving no-one behind); Stakeholder Identification, Analysis and Mapping; Stakeholder Management and Communication; and Stakeholder Engagement (review monitor / feedback).

Response Rate and Respondents Profile

The questionnaire is prepared by using five scales ranging (i.e., Linkert scale) where 1 represents “Strongly Agree”, 2 “Agree”, 3 “Neutral”, 4 “Disagree”, and 5 “Strongly Disagree”. Out of the 100% questionnaires that were distributed to FAO Ethiopia staff who are working on project or project related works 34 (87.1%) questionnaires were filled and collected. The descriptive statistics were used to analyze the 34 questionnaires collected. The questionnaires collected were inserted into SPSS version 24 to make a descriptive analysis of the data, which allowed to present using frequency and percentage. The questionnaire used is attached as sample to the Appendix section at bottom.

General Information about Respondents

This part of the questionnaire contained the demographic information about the respondent, such as Gender, Age, Project work experiences, Academic status, Professional expertise and area they are providing support to projects. For ease of reading the data are presented in Table 4.1.

Table 4.1 Gender of the respondents

Gender of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	26	76.5	76.5	76.5
	Female	8	23.5	23.5	100.0
	Total	34	100.0	100.0	

Source: Analysis based (SPSS) on data from own survey 2021.

As shown in Table 4.1, 76.5% of respondents were Male and 23.5 of respondents were female with respect to the gender distribution of respondents. According to this result the gender distribution is not proportional.

Table 4.2 Age of the respondent

Age group					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 years	1	2.9	2.9	2.9
	31-40 year	7	20.6	20.6	23.5
	41-50 years	16	47.1	47.1	70.6
	51 and above	10	29.4	29.4	100.0
	Total	34	100.0	100.0	

Source: Analysis based (SPSS) on data from own survey 2021

The summary figures shown in Table 4.2 indicate that respondents have different age ranging from 20 to above 51 years. The majority of the respondents are aged between 41 and 51 years, perhaps indicating that they are quiet experienced to be able to provide reliable responses to the questions asked. This indicates that the data obtained are from mature and well-experienced individuals who have openly shared their opinions and concerns in the interest of stakeholder engagement improvements undertaken by the study.

Table 4.3 Project related work experiences

Project related work experiences					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	5	14.7	14.7	14.7
	6-10 years	7	20.6	20.6	35.3
	11-15 years	5	14.7	14.7	50.0
	Above 15 years	17	50.0	50.0	100.0
	Total	34	100.0	100.0	

Source: Analysis based (SPSS) on data from own survey 2021

Table 4.3 shows the relevant work experience of respondents in the management of project stakeholders with 0 to 5 years of work experience is 14.7%. The largest percentage of respondents (50%) had project related work experiences of above 15 years. This distribution has shown that most of the respondents are over 15 years of project-related work experience, as a result of which we can conclude that the respondents have strong knowledge about stakeholder engagement in general, the inputs of which is greatly added to the study.

Table 4.4 Academic Status

Academic Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA BSC	4	11.8	11.8	11.8
	Master's degree	27	79.4	79.4	91.2
	PhD/Dr.	3	8.8	8.8	100.0
	Total	34	100.0	100.0	

Source: Analysis based (SPSS) on data from own survey 2021

The analysis was designed to assess the level of education of the respondents as it possibly affects their ability to understand and fully comprehend the questionnaires to provide reliable responses. As seen in Table 4.4, about 11.8% of respondents hold first degree, -79.4 % hold Masters Degree and 8.8% holds PhD in higher education. This shows that the testing tools for reliable results could clearly be grasped and interpreted by all respondents.

Table 4.5 Positional Status

Positional status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Project Coordinator	18	52.9	52.9	52.9
	Project Team Member	5	14.7	14.7	67.6
	Technical Expert	4	11.8	11.8	79.4
	Finance & Administration	7	20.6	20.6	100.0
	Total	34	100.0	100.0	

Source: *Analysis based (SPSS) on data from own survey 2021*

This was assessed to obtain an idea about the background of respondents who are likely coming from various backgrounds in terms of education, work experience, roles in any project and dealing with different stakeholders in the implementation of their areas of responsibility, and to know their experiences in dealing with stakeholders in doing their business.

Table 4.5 shows 18 individuals (52.9%) are on Project Coordination, 5 (14.7%) worked as Project Team Member, 4 (11.8%) are Technical Experts from different background (Agriculture, Veterinary, Developmental Studies, Aquaculture Expertise, Water Engineers, Nutritionist, M&E Experts, Accountants, Procurement experts, and the Management and related field.

This shows that respondents are from various field of work experiences and educational background that whose inputs are viewed from different perspective about S/H which contributes towards good results.

Table 4.6 Position on projects

Area of the project					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Capacity building	4	11.8	11.8	11.8
	Technical Assistance	5	14.7	14.7	26.5
	Both	22	64.7	64.7	91.2
	Others	3	8.8	8.8	100.0
	Total	34	100.0	100.0	

Source: Analysis based (SPSS) on data from own survey 2021

Table 4.6 shows where the FAO-Ethiopia project intervention areas are typically provided to governments, CSOs and other project beneficiaries. Capacity-building, which accounts for 11,8%, FAO provides technical assistance in, for instance combating the desert locust, both in terms of material and technical assistances to the host country. As seen, the projects are primarily in capacity building as well as in technical assistances. The remaining 8.8 % is meant other than both mentioned.

4.3 Stakeholder Engagement Strategy: Purpose, Goal, Project Priorities, inclusive (leaving no-one-behind)

To assess the stakeholder engagement strategy mean scores were used. The mean scores above the value of 2.5 were categorized as having a positive perception (scale of 1-5 Likert) and mean score values below 2.5 were categorized as having an unfavorable perception of stakeholder engagement strategy. This implies that respondents were strongly suggesting that stakeholders should work together to meet their mutual interests in order to understand and internalize the purpose, goal, priorities of a project.

From the open-ended questionnaire and interviews it was found that there is lack of ownership and commitment about projects, high expectation of SH from resource partners, lack of gender balance, low involvement of disadvantage group of community, project unpredictability, different competing priorities and conflicting of interest, lack of perception and agreement on the objectives of the project all that contributed to confusion and lack of interest on project. Also, S/H focus on immediate needs than long term benefits, lack of clear roles, capacity gaps, staff turnover were the outcomes.

Therefore, it can be concluded that there is lack of terms of engagement with stakeholders and ownership from the start of projects. Also the concept of inclusiveness are not addressed the level expected.

Table 4.7 Stakeholder Engagement Strategy

Variables	Valid	Mean*	Std. Deviation
Project stakeholders understands the purpose, goal, priorities of project	34	4.2	1.00
Stakeholder engagement approach address the disadvantaged groups and put specific measures in place for engaging them	34	4.0	0.83
In the organization I work there is department dealing with stakeholder management and engagement	34	3.0	0.94
Stakeholder roles are agreed at early engagement stage, within and outside the organization	34	3.8	1.25
Effective engagement with stakeholders may lower the risk failure a project	34	4.6	0.70
Stakeholder engagement helps to manage relationships through a mutually interest approach to mitigate project risk/uncertainty	34	4.6	0.82
Overall mean		4.0	

Source: Analysis based (SPSS) on data from own survey 2021.

Note: * Mean values reflect 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree

4.4 Stakeholder Identification Analysis and Mapping

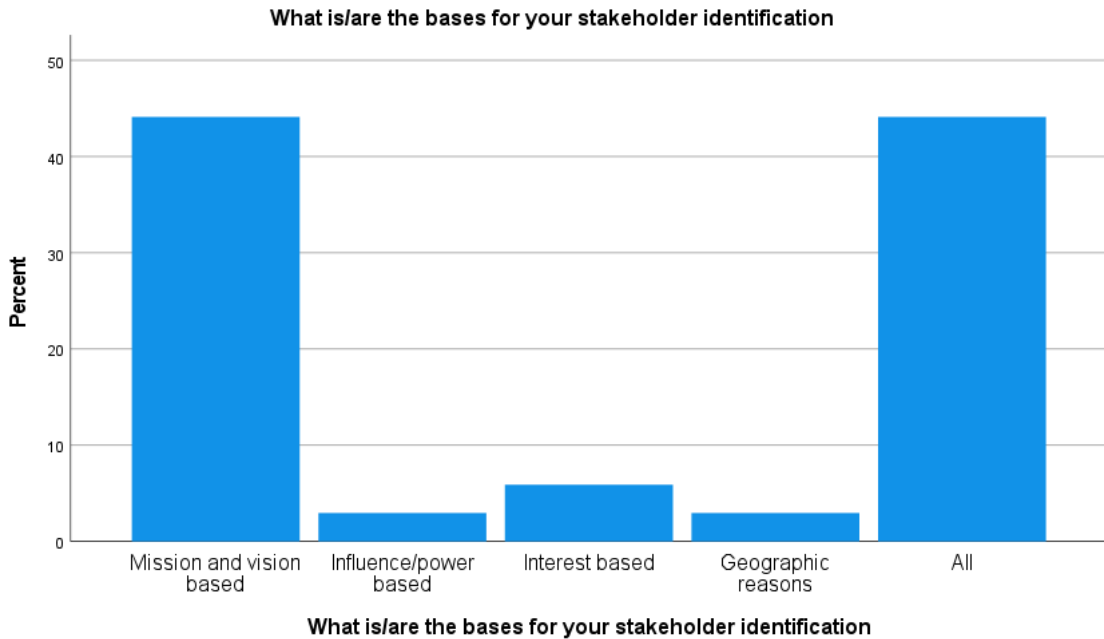
Figure 4.1 illustrates for: how do you identify your stakeholder the (40%) respondents were indicated from project team meetings, stakeholder list, lessons learned records, resource partners. And the base for identification under Figure 4.2 the (45%) respondents were indicated from mission, vision based, influence / power, or interest based and rarely (5-50%) by geographical location. Under Figure 4.3 the respondent (10-20%) suggested that stakeholders were identified during the inception, initial and implementation stage and the (5%) said S/H identified during the project life cycle. This shows that most stakeholders are identified from stakeholder list, lesson learned records and from the resource partners who have interest on the project.

Chart 4.5 How are Stakeholders Identified

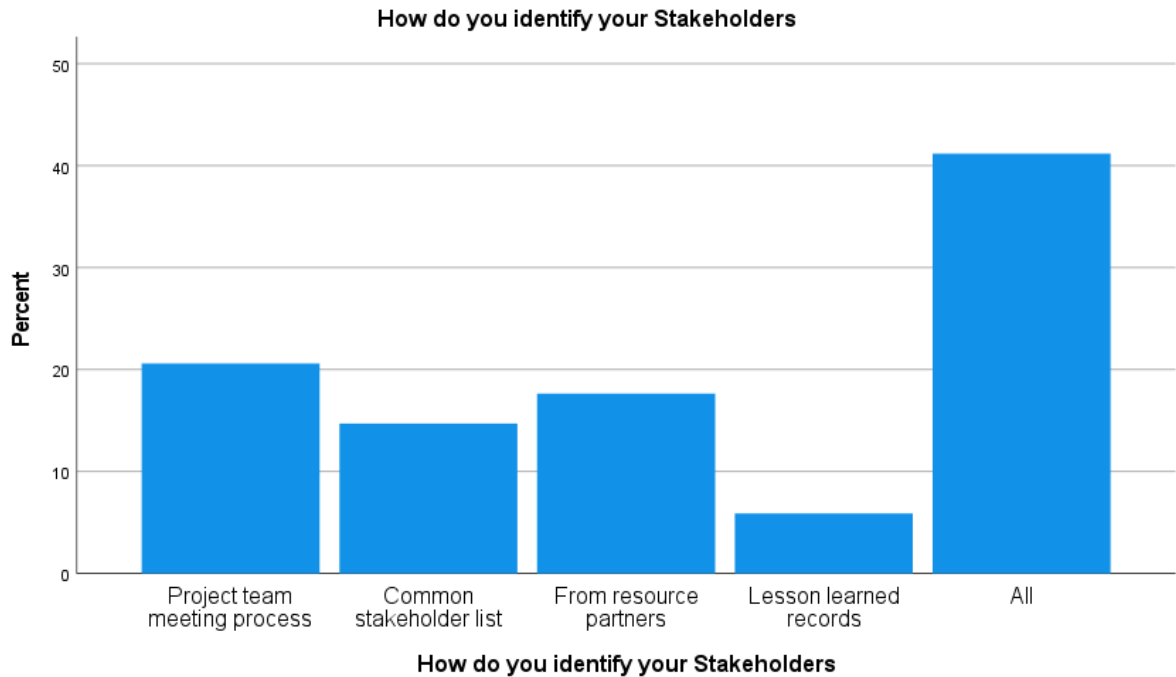


Source: Analysis based (SPSS) on data from own survey 2021

Chart 4.5. Basis for stakeholder identification



Source: Analysis based (SPSS) on data from own survey 2021



Source: Analysis based (SPSS) on data from own survey 2021

The mean scores were calculated for each indicator on a scale of 1-5 Likert. Mean scores above the value of 2.5 were categorized as having a positive response and mean score values less than 2.5 are categorized as having unfavorable response about the stakeholder identification, analysis and mapping. The mean of the mean score was further calculated and resulted in 4.1 mean score. Again, this is above 2.5 cutoffs, thus, it means the respondents were aware how the organization should identify the stakeholders that were based on project need priority, the power that influenced the outcome, through stakeholder analysis with budget holder and project team members, and that all understood the importance of stakeholder mapping.

The result of the interview also shows there is poor stakeholder analysis that lead to conflicting of interest, unnecessary expectation and unable to manage their needs. Also lately identification of stakeholders is also another reason mentioned that resulted low participation stakeholders.

So, we can conclude that the respondents are aware of the stakeholder analysis and mapping process but did not implemented to the level expected. Hence the mapping and

identification process that includes stakeholders need to be defined at early stage of the project.

4.5 Stakeholder Identification, Analysis and Mapping

Table 4.8 Response on stakeholder identification, analysis, and mapping

Variables	Valid	Mean*	Std. Deviation
Stakeholder identification helps to find out the most relevant entity for the project to be implemented	34	4.5	0.71
Stakeholders should be prioritized based on their needs in the project	34	4.1	0.81
Stakeholder should be prioritized based on their power to influence the project outcome	34	3.9	0.81
Internal Stakeholders are prioritized above external stakeholder	34	3.2	0.99
Stakeholder analysis helps to evaluate different stakeholders power, interest and influence	34	4.5	0.71
I am actively involved in project on stakeholder identification and analysis process	34	3.8	1.10
The Project Budget holder and the taskforce team are the people who do the stakeholder analysis	34	3.6	1.10
Stakeholder mapping is a method that ensures to capture all entity who has stake on the project	34	4.4	0.70
Stakeholder mapping helps to find out the relationship between the stakeholders and project activities	34	4.3	0.97
Stakeholder mapping helps to understand the key stakeholders needs and outcome of the project	34	4.2	0.87
Overall mean		4.1	

Source: Analysis based (SPSS) on data from own survey 2021.

Note: * stands for 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree

4.6 Stakeholder Engagement and Communication

Respondents were asked about Stakeholder Engagement and Communication, under which (82.4%) indicated a preferred face to face meeting with SH. Similarly, (79.4%) were stated a means of ITC platforms were used to communicated S/H. With regard to the use of the organization standard templates (55.9%) used the standard templates to obtain inform from S/H. Similarly (88.30%) of respondents believed that guiding S/H and providing proper format with sufficient time for reporting is important. And (91.2%) of the respondents strongly agreed that diversified knowledge and experiences would be gained from SH.

About 88.2% also responded to the importance of communicating with S/H at grass root level in order to understand their interests and needs, which concept is endorsed by (PMBOK-Guide 7th edition: #3 under the 12 governing principles). The concept of outreach stakeholders (94.10%) respondents defined in the context of an awareness-raising program and an invitation to stakeholders at various meetings is a critical way of approaching the relevant stakeholders. In addition the result of the open-ended questionnaire and interview shows the importance to have transparent communication with S/H at all levels.

Based on the above we can conclude that it is important to enhance the internal capacity in generating information and design more appropriate communication technologies to reach stakeholders and ensure their active engagement through developing comprehensive transparent communication plan and maintain communication regularly

Table 4.9 Response on Stakeholder Engagement and Communication

S/N	Variables	Frequency					Freq. Total	Percent %
		SA	A	N	D	SD		
1	I prefer to have face-to-face meetings with stakeholders	17	11	3	1	2	34	
		50.0	32.4	8.8	2.9	5.9		100
2	I use ITC [email, Skype, zoom, teleconferencing] to communicate with stakeholders	5	22	4	3	0	34	
		14.7	64.7	11.8	8.8	0		100
3	I use the organization standard templates to obtain info/feedbacks from project stakeholders	9	10	14	34	0	34	
		26.5	29.4	41.2	2.9	0		100
4	Communicating with different stakeholder helps to get diversified knowledge and experiences	12	19	1	1	1	34	
		35.3	55.9	2.9	2.9			100
5	Guiding and providing accessible formats with enough time reporting for stakeholder is important	11	19	2	2	0	34	
		32.4	55.9	5.9	5.9			100
6	Communicating with stakeholders at grass root levels helps to prioritize and address their needs	20	10	2	2	0	34	
		58.8	29.4	5.9	5.9	0		100
7	Raising awareness, encouraging invite participation, helps to outreach relevant stakeholders	19	13	1	1	0	34	
		55.9	38.2	2.9	2.9	0		100

Source: Analysis based (SPSS) on data from own survey 2021.

SA= Strongly Agree: A= Agree: N= Neutral: SD= Strongly Disagree

4.7 Stakeholder Engagement: Review Monitor/Feedback

Respondents (88.3 per cent) suggested that frequent contact with S/H is important for successful project delivery as well as for innovative ideas to continue learning. The importance of having agreed reporting format with SH were responded to (92.2%). And (88.20 per cent) indicated that this accepted format promotes monitoring processes and (88%) indicated that such reporting formats resolve project concurrent issues for SH resolution which might help to reduce the risk and accountability issues (91.2%) indicated by the respondents.

The result of the interview shows also a need to develop monitoring mechanisms for addressing conflicting interests of stakeholder. Also regular evaluation of projects in the presence of key stakeholders with the idea to boost confidence among the main stakeholders

It can be concluded that it is important to have commonly agreed tools, consensus of the frequency of verification, tools to be applied with the joint review and monitoring exercise with S/H for various stage of the project cycle is required.

Table 4. 10 Response on Stakeholder Engagement

S/N	Variables	Frequency					Freq. Total	Percent %
		SA	A	N	D	SD		
1	Establishing regular communication with stakeholder is important for effective delivery	26	4	2	0	2	34	
		76.5	11.8	5.9	0	5.9		100
2	Continuous engagement with stakeholder is beneficial for generating innovative ideas and contribute to continuous learning	21	9	1	2	1	34	
		61.8	26.5	2.9	5.9	2.9		100
3	Establishing agreed reporting format with stakeholder facilitate the reporting modalities	19	12	1	2	0	34	
		55.9	35.3	2.9	5.9	0		100
4	Having a regular reporting mechanisms with stakeholder helps to address current issues for resolving	17	13	2	1	1	34	
		50.0	38.2	5.9	2.9	2.9		100
5	Proper reporting helps to reduce risk and uncertainty and accountability issues	22	9	2	1	0	34	
		64.7	26.5	5.9	2.9	0		100

Source: Analysis based (SPSS) on data from own survey 2021.

SA= Strongly Agree: A= Agree: N= Neutral: SD= Strongly Disagree

4.8. Stakeholder Engagement Challenges and Strengthening

In addition to the challenges that respondents identified through the questionnaire, the open-ended questions and the structured interview brought out the below as challenges and also suggestions points for strengthening stakeholder engagements:

➤ Challenges

- Lack of well-defined key stakeholders at early stage of the project formulation resulted in limiting stakeholders involvement at all stages of project implementation;
- Limited understanding of project managers and commitment to consider stakeholder engagement is an integral part for the success of a project;
- Stakeholder engagement is not considered as part of a day to day operation of the project implementation, due to lack of stakeholder engagement strategy;
- Lack of communication and limited resource availability for ensuring active stakeholders engagement at all stages of project implementation;
- Limited availability of information and communication technology;
- Capacity gap, high staff turnover from the government resulted delay in decision making;
- Organizational inflexibility with regard to rules and regulations (inflexible with DSA payments to workshop participants, often criticized as low not considering living condition);
- Weak knowledge sharing, limited access to success stories and good practices;
- Insufficient administrative cost for government (absence of incentives to attract stakeholders like NGOs, cooperatives for instance to attend meetings);

➤ Strengthening for a meaningful project stakeholder engagement

Define key stakeholders at early stage of project formulation and create awareness about project outcomes, goals and objectives and implementation arrangements to encourage them actively participate at all stages of project implementation;

- Build internal capacity of project managers to have a better understanding on the fact that stakeholder's engagement is an integral part for the success of a project;

- Develop a stakeholder engagement strategy that would guide through to have a clear understanding that stakeholder engagement should be considered as a day-to-day operation to actively involve and participate them in project implementation;
- The progress of the project in a more synthesized manner should be communicated to stakeholders to keep them informed of the progress and the challenges encountered;
- Enhance internal capacity in generating information and design more appropriate communication technology to reach stakeholders and ensure their active engagement;
- Management flexibility depending on the situation and region;
- System for to keep institutional memory;
- Need to display a firm dedication by appointing a committed office and a strong department for management of stakeholder engagement internally with the government offices and external s/h;

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter includes conclusion on the challenges, causes and effects of Stakeholder Engagement in case of FAO Ethiopia projects and recommendations to address such challenges. It includes the findings with regard to how to mitigate the challenges and to strengthen the relationship with all stakeholders in order to bring about the desired meaningful stakeholder engagements for FAO Ethiopia projects.

5.2 Conclusions

This research focused on assessing the challenges and the methods for strengthening Project Stakeholder Management for the FAO Ethiopia based project. It is recognized that improving the existing practice for meaningful stakeholder management is necessary. Effective stakeholder management for the organizations in general and projects in particular is important in order to be able to succeed at global and national level to lead their progress by long-term partnership and to achieve their objectives in today's complex and highly integrated competitive environment.

The role then began with the identification of the general profile of the respondents. With regard to the appropriate stakeholder identification and analysis of their respective interests, the findings indicate the key stakeholders were not identified at the initial stage of the project and that affected the project delivery. Interest and expectations of stakeholders have not been analyzed with the appropriate level of clarity and conflicting interests generated at a later stage. The project progress reports and financial management as part of the monitoring and evaluation components were concern addressed. The need for capacity building to government counterparts were also significant concern came out strongly. The lack of a proper communication channel is also identified as a major challenge for managing project stakeholders

Lastly, the study found out the challenges stated by the respondents to show what the project faced; low commitment towards project nature and its priorities, lack of ownership and engagement, capacity gap, conflict of interest, slow decision-making and weak communication at different levels.

5.3 Recommendations

Based on the findings of the study, the following recommendations are made to contribute to the organization's efforts to ensure meaningful engagement of stakeholders in the effective implementation of the projects.

- **Identification of Stakeholder:** Mapping and defining relevant stakeholders by categories and mandates at the early stage of the project formulation are important. The planning stage of the project should be participatory, including the relevant government, the CSO, the private sector, the NGOs, the small business association through the established task force meetings/the technical staff steering committee to enhance the level of involvement at all levels. The identification of stakeholder process should use a bottom-up approach that considers the end beneficiary in formulating project. Moreover, as the reality shows frequent turnover and policy change, stakeholder mapping/analysis should be dynamic and to be done at the beginning, and middle to corresponding with the reality;
- **Inclusiveness:** The “Leave no-one behind” strategy of the FAO is a key concept that needs to be incorporated in the design of a project under a fit-for-purpose approach. It is an approach that address the disadvantaged groups and introduces specific measures to involve this group. Sensitization of project priorities, goal, outcomes and implementation modalities during the project life cycle to all stakeholders is crucial for the successful implementation of project. This contributes a lot to targeting the right stakeholder with technical capacities for the right initiative to be implemented;
- **Capacity building:** This has come out in bold during interview and the in comments gathered from the open-ended questionnaire. As one of its mandates FAO provides capacity building to stakeholder in various areas and yet training for stakeholders involving with project implementation has to be improved. Using a need based training assessment approach may be useful tool to address the real capacity gap of project implementing partners, for instance in reporting writing, monitoring and evaluation, financial management issues. Also providing financial

and technical support to the government in exerting its effort to establish a stakeholder platform Stakeholder Engagement strategy is useful;

- **Strength Stakeholder Engagement:** Agree at initial stage of project for clear roles, responsibilities and synergies of key stakeholders that will be reflected in the operational framework of the project to bring a sense of ownership and create responsibilities, accountability and enhance decision making capacity;
- **Monitoring and Evaluation:** Regularly familiarize and train stakeholders on the reporting and monitoring requirements of FAO at different stage of project cycle. Enhance stakeholder capacity to develop monitoring tools in line with FAO reporting standards to produce quality and timely reporting document. At end the of project conduct an assessment of stakeholder satisfaction for future improvements;
- **Best practices/lesson learned:** Improve the system for recording and accessibility of best practices by all stakeholders for future application during project designing, implementing or capacity building exercise with stakeholders;
- **Enhance Communication:** Develop comprehensive and transparent communication plan with stakeholders to communicate regularly to ensure their active engagement. Initiate stakeholder platforms to share knowledge and experiences;
- **Gender Balance:** Ensure good number of women participation are observed from an inception to execution stage of any project bear in mind that community projects are implemented with highly involvement of women;
- **Increase the level of Administrative cost:** increase the administrative cost for project implementation under the agreements with government. The cost is meant to cover transportation costs and daily substance of government hosted meeting participants with the objective to increase the level of sub-stakeholder participations who are key stakeholders at the bottom level. These may be the community, cooperatives, small scale business, farmer organization, who often do not appear in meetings invited by government due to lack of financial resources to cover their transportation and meeting related costs;
- **Organizational flexibility:** flexibility related to administrative and financial rules contextually;

5.4 Suggestions for the further study

- Management of Stakeholder engagement that involves key partners: FAO, Resource Partners for instance European Union, IFAD, DAG, and project implementing partners: Government, Civil Societies (NGO) and the Private Sectors;
- Stakeholder engagement practices and challenges that involve FAO, government implementing partners, the project implemented regions i.e. Oromia, Amhara, Afar and SNPPR, zonal, Keble at community level

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Appendixes

Questionnaire

This questionnaire is developed for the purpose of conducting a research on “*An Assessment of Challenges and Meaningful Stakeholders Engagement: The Case of FAO Ethiopia Projects*” for the partial completion of a Masters Degree in Project Management, Addis Ababa University, School of Commerce. The information of the targeted groups of this study will not be shared with any third party and solely for the purpose of this study. Counting on your support!

SECTION A: GENERAL INFORMATION ABOUT RESPONDENTS

Please tick (✓) or circle the appropriate answer

- A1. Gender
a) Male b) Female
- A2. Age
a) 20-30 b) 31-40 c) 41-50 d) 50 and above
- A3. Number of project related work experiences
a) 0-5 years b) 6-10 years c) 11-15 years d) 15 years and above
e) Others, please Specify -----
- A4. Educational Level
a) Diploma b) BA/ BSc c) MA/Msc d) Others; please specify.....
- A5. Please indicate your current position in your project (Choose only one, if more than one please specify under others and indicate your main duties)
a) Project coordinator b) Project team member c) Technical specialist
d) Project finance/procurement/administration/programme
e) Others please specify.....
- A6. Please indicate the area your project
a) Capacity building b) Technical Assistance c) Both
d) All, please specify.....

SECTION B: STAKEHOLDER ENGAGEMENT STRATEGY: PURPOSE, GOAL, PROJECT PRIORITIES, INCLUSIVE (LEAVING NO-ONE BEHIND)

Please indicate your level of agreement with the below statements which relates to the value given to stakeholder engagement

Please tick (✓) on your level of agreement

The purpose, priorities, inclusiveness to stakeholder engagement on projects	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
B1. Project stakeholders understands the purpose, goal, priorities of project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B2. Stakeholder engagement approach address the disadvantaged groups and put specific measures in place for engaging them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.3 In the organization I work there is department dealing with stakeholder management and engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.4 Stakeholder roles are agreed at early engagement stage, within and outside the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.5 Effective engagement with stakeholders may lower the risk failure a project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.6 Stakeholder engagement helps to manage relationships through a mutually interest approach to mitigate project risk/uncertainty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C: STAKEHOLDER IDENTIFICATION, ANALYSIS AND MAPPING

C1. How do you identify your Stakeholders?

- a) Project team meeting process
- b) Common stakeholder list
- c) From resource partners
- d) Lesson learned records e) Others, please specify.....

- C2. What is/are the bases for your stakeholder identification?
- a) Mission and vision based
 - b) Influence/power based c) Interest based d) Geographic reasons
 - e) Others, please specify
- C3. At which project life cycle do you identify stakeholders?
- a) Inception stage
 - b) Initiation stage
 - c) Implementation stage
 - d) Throughout the project life cycle

Please indicate your level of agreement with the below that relates to how you deal with the stakeholders in your projects, please tick (✓) on your level of agreement

Stakeholder Identification, Stakeholder Analysis	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
C4. Stakeholder identification helps to find out the most relevant entity for the project to be implemented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C5. Stakeholders should be prioritized based on their needs in the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C6. Stakeholder should be prioritized based on their power to influence the project outcome	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C7. Internal Stakeholders are prioritized above external stakeholder	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C8. Stakeholder analysis helps to evaluate different stakeholders power, interest and influence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C9. I am actively involved in project on stakeholder identification and analysis process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C10. The Project Budget holder and the taskforce team are the people who do the stakeholder analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate your level of agreement with the following statements which relates to how you deal with the stakeholders mapping to your projects –

Please tick (✓) on your level of agreement

Stakeholder Mapping Issues	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
C.11 Stakeholder mapping is a method that ensures to capture all entity who has stake on the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.12 Stakeholder mapping helps to find out the relationship between the stakeholders and project activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.13 Stakeholder mapping helps to understand the key stakeholders needs and outcome of the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION D: STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Please tick (✓) on your level of agreement

Communication with Stakeholders Issues	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
D.1 I prefer to have face-to-face meetings with stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.2 I use ITC (email, skype, zoom, teleconferencing) to communicate with project stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.3 I use the organization standard templates to obtain info/feedbacks from the project stakeholder	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.4 Communicating with different stakeholder helps to get diversified knowledge and experiences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.5 Guiding and providing accessible formats with enough time reporting for stakeholder is important	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.6 Communicating with stakeholders at grass root levels helps to prioritize and address their needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.7 Raising awareness, encouraging, invite participation. helps to outreach relevant stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION: E STAKEHOLDER ENGAGEMENT: REVIEW MONITOR / FEEDBACK

Please indicate your level of agreement with the below statements which relates to the purpose of your stakeholder engagement

Please tick (✓) on your level of agreement

Stakeholder feedback for continuous engagement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Agree (1)
E 1. Establishing regular communication with stakeholder is important for effective delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E2. Continuous engagement with stakeholder is beneficial for generating innovative ideas and contribute to continuous learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E3. Establishing agreed reporting format with stakeholder facilitate the reporting modalities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E4. Having a regular reporting mechanisms with stakeholder helps to address current issues for resolving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E5. Proper reporting helps to reduce risk and uncertainty and accountability issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION F: STAKEHOLDER ENGAGEMENT CHALLENGES & STRENGTHENING

1. What do you think of the major causes and effects of challenges with project stakeholder engagement? Please list them?

2. What can be done to improve / strengthening for a meaningful project stakeholder engagement. Please list them?

Sources: questionnaire adopted from FAO stakeholder training manual & Martha G. thesis 2019

☺ *Many thanks for your valuable contribution!*

Interview Questions

Welcoming remarks:

- 1) What kind of strategy does your organization uses to engage with stakeholders?
- 2) What factors did you consider helpful to have meaningful stakeholder engagement?
- 3) What kind of mechanism do you use for monitoring the stakeholder engagement practices? Report, feedbacks
- 4) What do you think are the major causes of challenges you have had encountered with stakeholder engagement?
- 5) What are the adverse effects on stakeholder engagement?
- 6) How do you overcome or mitigate the adverse effects of your challenges you had encountered? What techniques have used and what have you learnt out of it?
please respond in terms of :
 - Application of (technical) knowledge
 - Communication level/ frequency,
 - Cultural intelligence
 - Interaction with all stakeholders (Relationship Management)
 - Leadership, Management skills and support
 - Monitoring/ Continuously Feedback Trust or
 - Others (Could you specify?)
- 7) How your organization does captured these lessons learned / best practices approach in resolving stakeholder engagement for future use?
- 8) Can you indicate any project outcome due to Stakeholder engagement ?
- 9) How do you evaluate your stakeholder engagement process?
- 10) Anything you wish to add in stakeholder engagement practices, challenges with recommendations?

Sources: questionnaire adopted from FAO stakeholder training manual & Martha G. thesis 2019