



**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE**

**Assessment of Stakeholder Management practice in
Multi-stakeholder Dialogue Projects:
The Case of Destiny Ethiopia Project**

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in Partial Fulfilment for the Degree of Master of
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This is to certify that this thesis is prepared by Mesfin Getachew, entitled; Assessment of Stakeholder Management practice in Multi-stakeholder Dialogue Projects: The Case of Destiny Ethiopia Project in partial fulfilment of the requirements for the award of the degree of Master of Arts in project Management, with the regulation of the university and the accepted standards with respect to originality.

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Abstract

Empirically assessing Stakeholder engagement practices of the Destiny Ethiopia project, understanding how the diverse stakeholders may try to influence the project and understanding the response strategy enacted to respond to the stakeholder's pressure are the primary objectives of this study. The study is limited to the stakeholder management knowledge area in donor-funded project in Ethiopia. The study applied a case study methodology and uses a qualitative research approach. The entire project team of seven employees were the study population. Primary data was collected using a structured pre-determined interview guide and the transcribed verbatim narrative text was thematically analyzed together with the secondary information obtained from the project and other publications. The findings shown project team utilizes a combination of methods to identify stakeholders which include Brain storming, expert's opinion, stakeholders' forum, and snowballing. The stakeholder analysis largely use the power interest stakeholder Analysis Matrix. Based on the analysis a communication strategy which uses face to face, electronic, written and different media engagement formats was developed, implemented and monitored. The stakeholder related challenges faced by the DE project was largely related to unclear or unreasonable stakeholders. Stakeholders used directly putting conditions on usage of resources, lobbying, letter-writing campaign, and organizing other stakeholders, to shape their salience. The project at the same time enacted largely acquiescence and compromise and sometimes defiance as a response strategy. And the approach taken was a mixture of reactive and proactive approaches. The study concluded that the stakeholder management practice of DE is largely consistent with practices outlined on different project management literatures therefore it is done very well. The stakeholder analysis could be improved using additional tools. The influence strategies used and the response strategies enacted call for higher level of pro-activeness which can be achieved by having a separate unit to manage stakeholders. A separate unit for stakeholders management, a more robust identification mechanism, a more dynamic analysis approach and tools which can capture the dynamism in stakeholders position and a more proactive engagement were recommendations given for the betterment of stakeholder management in similar projects.

Keywords: *Project management, stakeholders, stakeholder management, Destiny Ethiopia project*

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List of Abbreviations and Acronyms

CSFs	critical success factors
CSO	Civil Society Organization
DE	Destiny Ethiopia
EU.	European Union
IFC	International Finance Corporation
MSD	multi-stakeholder initiatives
NGO	Non-Government Organization
PMBOK	Project management body of knowledge
PMI	Project management institute
RDAP	Reactive, Defensive, Accommodative, and Proactive
SFGPE	Strengthening Federal Governance and Pluralism in Ethiopia
TSP	Transformative Scenario Planning
UK.	United Kingdom

CHAPTER ONE

Introduction

1.1 Background

A project is an endeavor that has a beginning, a middle, and an end. It has a clear objective that is constrained by time, quality, and cost parameters. The aim of a project could be the creation of unique products, services, or results. (Vargas, 2008). Project management, in turn, is considered as a process of applying and integrating techniques, tools, skills, and knowledge to project settings and activities and meet the project requirements (PMI 2017). Project stakeholders management is one such Knowledge area acknowledged as an essential part of project management and one of the vital factors contributing to project success (Cleland, 1986, 1998; Karlsen, 2002). Failure to take into account the concerns and influences of project stakeholders could lead to project failure. (Aalton, 2010.) .

The subject of this study focuses on empirically assessing stakeholder engagement practices; stakeholders influence strategies and focal projects response mechanisms in multi-stakeholder dialogue project called the Destiny Ethiopia project. The fundamental cause which prompted this study is the situation Ethiopia as a nation exists in.

Ethiopia as a country is passing through an unprecedented upheaval due to multi-faceted problems and challenges that has taken generations to build. This situation is unsustainable, unstable or unacceptable. Many people are confused and frightened and do not want this to carry on this way. At the same time many do not want to flee or adapt to the existing status quo. The only way for most is to try to contribute in transforming the situation the country is in. However this highly needed transformation cannot happen by a single individual, entity, or group. It cannot also happen through groups or stakeholders who are like minded or have similar goals. The social-political-economic system Ethiopia is in is too complex-which has too much unpredictability, too many

actors, and too many interdependencies. This calls for stakeholders from the whole system, to be involved to bring about a meaningful change. And when dealing with the whole system it will be immediately apparent that the actors that are involved are too polarized to work to change the situation directly. They don't agree on the problem, and they don't agree on the solution. The best they can agree on is on the existence of the problem. On situations like this one approach that can be used is a multi-stakeholder process called transformative scenario planning. It is a process of crafting stories about the possible future. In doing so by taking multiple, polarized stakeholders representing the whole system, this dialogue process attempts to build a shared understanding about the future, transform their relationships and intentions in order to help stakeholders get unstuck and move forward.

The study of stakeholder management practice in the destiny Ethiopia project, which attempted to implement the transformative scenario planning process for the first time in our country is very relevant at both academic level,-the stakeholder management knowledge area particularly the practice of multi-stakeholder dialogue projects-and national level contributing to conflict transformation through peaceful means, i.e dialogue processes.

The role of stakeholder management as a project management process has been acknowledged ever since (Freeman, 1984) introduced the concept of stakeholders in addition to stockholders to management of firms and the subsequent introduction of the concept to the project management realm by Cleland two years later (Cleland, 1986). The importance grew in prominence to the level that texts like PMI defined project management as *"the process of adapting the specifications, plans, and approaches to the different concerns and expectations of the various stakeholders"* (PMI, 2008). This understanding of stakeholders is not only theoretical but empirical studies have also supported it. In one empirical study conducted in the African continent found that, out of the four reasons why donor funded projects fail in Africa one of them was, neglecting the intervention areas' cultural issues is one of them, which is a stakeholder management issue Lavagnon A. Ika (2012).

The case in Ethiopian context is also similar. A study done on donor funded projects in Ethiopia identified stakeholders' management as a key success factor.

Despite these global, regional and local acknowledgements on the importance of stakeholders management, project research still lack both theoretical knowledge and empirical evidences on various stakeholder related phenomena. (Aalton, 2010). This lack of theoretical knowledge and empirical evidences will be even truer in highly contextualized projects such as multi-stakeholder dialogue projects. The lack of empirical studies on stakeholder management practice, stakeholder influence strategies, and focal project response strategies in multi-stakeholder dialogue projects in Ethiopia was the driving force for this study.

1.2. Background of the project

The Destiny Ethiopia Initiative, hosted by the Forum of Federations, facilitated the Scenario 2040 development process. The Initiative is an indigenous, independent, and impartial project of concerned Ethiopians. Destiny Ethiopia has endeavored to respond to the social, economic, and political circumstances Ethiopia was in by using several dialogue methodologies, including the Transformative Scenario Planning (TSP) process. The TSP process involved a nine-month

discreet workshops involving 50 prominent, insightful, and influential Ethiopians from the entire social and political spectrum, including political groups, activists, Civil Society, private sector, academia, media, and the diaspora community.

The gender composition of the scenario team is 23% women 73% Men. The scenario team represents diverse political perspectives, religions, regions, ethnicities and professions. The team represents all nine administrative regions and the two city governments. Given the huge ethnic diversity in SNNPR, 14 out of 56 ethnic groups are participating in the team. The Convening Team conveniently divided potential candidates into three age groups in line with key epochs in the political history of Ethiopia the under

40 group, between 40 and 55, and above 55. In terms of political perspectives, the four parties in the EPRDF coalition (ODP,ADP, TPLF, SEPDM) as well as about eight prominent opposition parties, participated. The opposition parties include OLF, OFC, NAMA, Ethiopian Social Democratic Party, Ethiopian Citizens for Social Justice and Democracy, Ogden National Democratic Front, Arena Tigray and Baytona Tigray. Moreover, the Scenario Team includes some prominent political activists. The Scenario Team also includes one person with a disability.

The Scenario Team has successfully produced the national scenarios report that was launched on 3rd December 2019 in Addis Ababa. The report has brought to light four possible scenarios of Ethiopia's future, namely Dawn, Divided House, Hegemony, and Broken Chair. While the three later scenarios have been considered ominous prophecies to be avoided, the Scenario Team unanimously chose the Dawn Scenario as the most desirable to be pursued by all stakeholders. This was demonstrated in the Joint Declaration that the team produced and read out during the launch. The scenario development and the dissemination of the scenarios took twenty four months in total.

1.3 Statement of the Problem

The role of stakeholder management as a project management process has been acknowledged ever since (Freeman, 1984) introduced the concept of stakeholders in addition to stockholders to management of firms. The concept was subsequently introduced to the project management realm by Cleland two years later (cleland,1986).The importance of stakeholders grew in prominence to the level that texts like PMI defined project management as a process of adopting to the concerns, approaches, specifications, expectations and plans of various stakeholders.

According to the study conducted by Lavagnon A. Ika (2012), out of the four reasons why donor-funded projects fail, neglecting the intervention areas' cultural issues is one of them, which is a stakeholder management issue. On the other hand, effective stakeholder management was one of the critical success factors that must be achieved in donor-funded projects in Ethiopia. (Bayiley, Y.T., and Teklu, GK, 2016). These facts underline the importance of stakeholder management in projects in all contexts.

Ideally all phenomena related to such important topic as stakeholders management in projects should have sufficient studies dealing with theoretical knowledge backed up by empirical evidences.

But the reality shows that project research still lack both theoretical knowledge and empirical evidences on various stakeholder related phenomena. (Aalton, 2010) This lack of theoretical knowledge and empirical evidences will be even more truer in highly contextualized projects such as multi-stakeholder dialogue projects. To the knowledge of the researcher there is no empirical study conducted on stakeholder management practice, influence strategy and focal project response approaches and strategies in multi-stakeholder dialogue projects in Ethiopia.

Multi-stakeholder dialogue projects like the destiny Ethiopia project are challenging, complex, and highly contextualized in the design and implementation, making empirical studies of stakeholder management in the Ethiopian context very relevant.

In order to contribute in filling this knowledge gap this study attempts to assess how stakeholder management practices, stakeholder influence strategies, and focal projects response strategies unfolded in an Ethiopian multi stakeholder dialogue project.

1.4 Research questions

1. What were the steps, tools and processes used in stakeholder management process of the destiny Ethiopia project?
2. What were the influence strategies used by stakeholders to shape their salience in the Destiny Ethiopia project?

3. What were the responses enacted by the destiny Ethiopia project to the demands presented by stakeholders?

1.5 Research objectives

1.5.1 General Objective

- To assess Project Stakeholder Management Practices of Destiny Ethiopia project and identifying and describing the different salience shaping strategies of stakeholders, and the project's response strategies and extract key recommendation for similar future projects.

1.5.2 Specific objectives

1. To assess the stakeholder management practice used in the Destiny Ethiopia process,
2. Identify the strategies used by stakeholders to influence the Destiny Ethiopia project to shape their salience.
3. To identify the response strategies adopted by the project.

1.6 Research significance

This study attempt to contribute, through an increasing empirical understanding of stakeholder management practice, influence strategies, focal project responses in the context of multi-stakeholder dialogue projects, and hopes to contribute primarily to research on project stakeholder management and hopes to contribute to peace-building efforts in Ethiopia.

As mentioned above, the destiny Ethiopia project has produced four sets of possible futures or scenarios for Ethiopia by 2040. The most preferred scenario out of the four is the dawn scenario. The scenario team stated reconciliation, dialogue, and steady building of institutions to be among the major duties that should be implemented to realize this scenario.

Dialogue is one of the scenario team recommendations, and this study plans to understand stakeholder management for multi-stakeholder dialogue projects from an empirical point of view. It is hoped understandings and findings of this study could contribute to future dialogue projects, with a far-reaching consequence and mandate such as National Dialogue initiatives to be conducted in Ethiopia. Since national dialogue is very contextual in nature, empirical knowledge on similar projects in Ethiopia is hoped to contribute positively.

1.7 Scope of the study

The study is limited to the stakeholder management knowledge area. It focuses on one of the donor-funded projects of a non-governmental organization called Forum of federations.

Although the host of the project under the study has multiple global projects and hundreds of stakeholders, this study focused only on one of its undertakings: the Destiny Ethiopia project. The project is located in Addis Ababa. However, the outputs of this study is expected to have a positive contribution to future and current projects undertaken.

The study is case research, which is an in-depth investigation of a real-life setting. Data collection uses a combination of interviews, personal observations, and internal or external documents. The ability to capture the reality in great detail within field settings and develop a nuanced understanding of the factors that might have influenced the stakeholder management of the destiny Ethiopia process is the strength of this research

method. However, findings from this single case may not be readily generalized to other cases. As it uses qualitative research methodology.

1.8. Limitation of the Study

As is in any case study approach, findings from this single case may not be readily generalized to other cases. (Siggelkow, 2007).

Also in the qualitative research the respondents subjective view about the phenomenon is well and richly captured on the other hand it lacks generalizability.

1.9. Organization of the Paper

This research is descriptive research, organized into five chapters. The first chapter is an introduction, and it consists of a background of the study, the company's background, problem statement, research questions, both the general and specific objectives, the study's significance, and limitations.

The second chapter deals with the literature review, and the third chapter describes the methodology of the study. It covers research design, research approach, sampling techniques, sample size, source, instruments of data collection, and analysis method. Validity and reliability of the study, as well as ethical considerations, are also included. Results and discussion are discussed in the fourth chapter, and the last chapter contains a summary of findings, conclusions, and recommendations. At the end of the paper, References and annexes are attached.

CHAPTER TWO

Literature review

2.1 *Introduction*

This chapter deals with the theoretical and empirical literature and concepts related to the topic of the study. The issues covered range from the general field of study, Project Management, to empirical studies conducted in the subject under investigation.

2.2 *Theoretical review*

2.2.1 Project Management and Project Management Process Groups.

A project is an endeavor that has a beginning, a middle, and an end. It has a clear objective that is constrained by time, quality, and cost parameters. The aim of a project could be the creation of unique products, services, or results. (Vargas, 2008).

Project management, in turn, is considered as a process of applying and integrating techniques, tools, skills, and knowledge to project settings and activities and meet the project requirements. An identified area of project management described in terms of its component processes, practices, inputs, outputs, tools, and techniques is called a Knowledge Area. (PMI,2017). Project stakeholders management is one of the Knowledge areas acknowledged as an essential part of project management and one of the important factors contributing to project success (Cleland, 1986, 1998; Karlsen, 2002). Failure to take into account the concerns and influences of project stakeholders could lead to project failure. (Aalton,2010.)

2.2.2 Stakeholder theories

The book “Strategic Management: A Stakeholder Approach” written by Freeman (1984) was a classic book that brought the stakeholder concept to the lime light. He introduced that corporations have stakeholders not only stockholders and illustrated their feature. He also noted the existence of scholars such as Dill (1975) who have expanded the stakeholders of

corporations beyond customers and shareholders. After the publication of Freeman's book several other articles and books which are classic on their own followed. The works of Donald and Peterson(1995),Mitchel et al.(1997), Frooman (1999) are some of them. They focused on the concept of stakeholders and developed it further. After these works the concept of stakeholders, according to ((Friedman and Miles, 2002), started to be mentioned in Government communications, and mainstream media lexicons more often.

The stakeholders approach in essence give managers of a firm a broader view than just stockholders, and their task far reaching than profit maximization for these groups only. Individuals or groups with interest and claims Mitchel et al (1997) that are legitimate(Donald and Peterson(1995)) will demand benefit or the fulfillment of their interest from the firm.

And as a result stakeholder theory argues in addition to shareholders (Stockholders) other constituencies such as governments, environmentalists, community groups, trade unions, trade associations, future customers, future employees, need to be considered Donald and Peterson(1995).At its core stakeholder theory suggests the support of various groups or individuals in the firms environment could be obtained and sustained by balancing and considering their relevant interests as well.(Clarkson,1998)

Although the concept of stakeholder theory has its roots in strategic management, it has grown in to different fields, two years after Freeman's work Cleland (1986) brought the concept to the realm of project management.

In order to prevent ambiguity in stakeholders theory in different fields, Donaldson and Peterston (1995) have developed a taxonomy of stakeholder theory and group them into three different alternative aspects, instrumental, Descriptive/Empirical, and Normative.

The Instrumental theory focuses on the relationship between stakeholder management and corporate performance metrics. Descriptive/empirical theory focuses on describing the characteristics associated with stakeholder management. Normative theory deals with the philosophical and moral issues associated with stakeholders. Kaler (2003) has also classified stakeholder theory into two social science-based theory and ethics-based theory.

2.2.3 Stakeholders and Stakeholders classification

Ever since its introduction by Freeman(1984) and its subsequent induction to the project management realm by Cleland (1986), the stakeholder concept has been part of management and project management scholarship.

Several definitions have been given to stakeholders by several authors, the earliest being by Freeman(1984). He states that stakeholders could be individuals or groups affected by the project or whom themselves can affect the project. Following this definition Cleland (1986) introduced the project stakeholder model, which was described as follows.

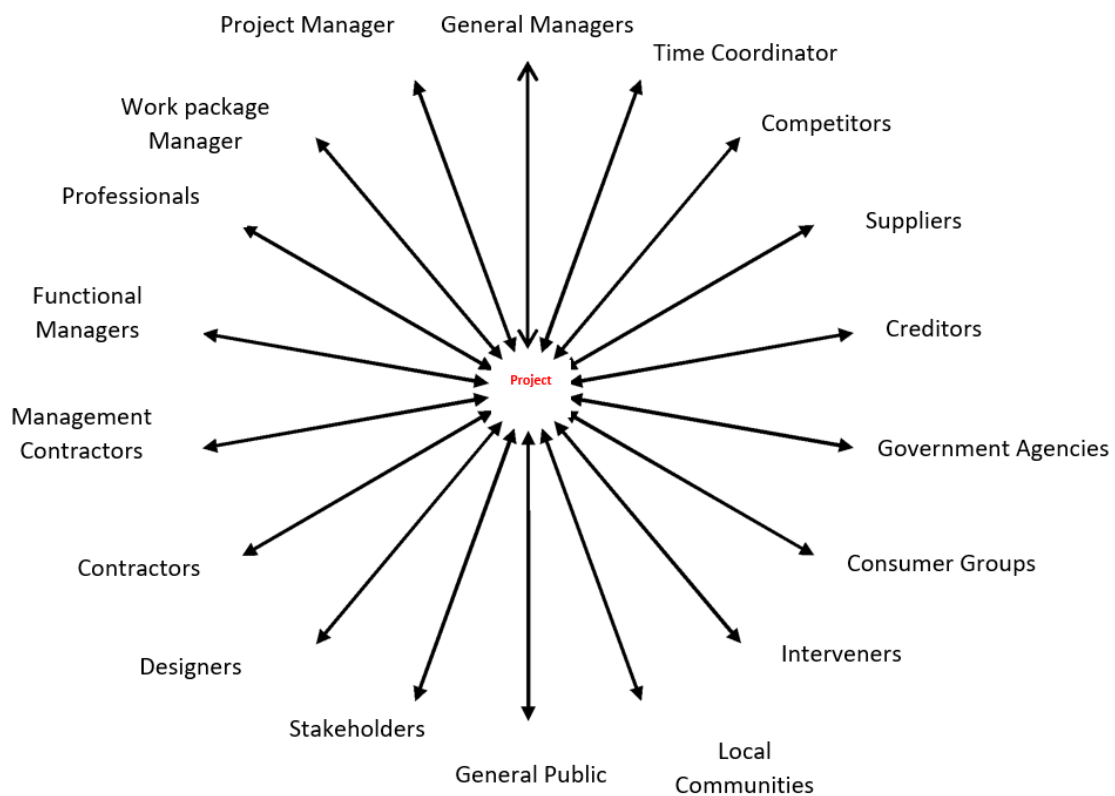


Figure 1: Project stakeholder model (adopted from Cleland, 1986)

Another definition sees stakeholders with the prism of Interest and influence. Those who have Interest and the ability to influence it are considered stakeholders. These stakeholders were named “claimants” and “influencers.” (Savage et al. 1991).

Cleland again forwarded another definition in (1998) on which he stated stakeholders as People or groups with a legitimate claim against the substantive aspects of the project. It also includes those that believe they have a legitimate claim as well.

A closely related definition with the original definition proposed by Freeman is also given by more recent publications such as project management institute (PMI) 's PMBOK 6th edition, which describes stakeholders as those groups or individuals who are negatively or positively impacted by the project and vice-versa.

2.2.4. Stakeholder Classification

Based on the above and other definitions of stakeholders, various scholars have made different classifications of stakeholders. In the table below, Some of the authors' basis of definition, classifications, and examples are summarized.

Author	Basis of Classification	Types of stakeholders	Example of stakeholders
Winch, 2004 Cova, and Salle,2005, Olander and Landin, 2005.	Involvement and the nature of the relationship with the project	Internal Stakeholders and external stakeholders	Owners, users, project managers, clients, designers, facilities managers, subcontractors, suppliers, employees, shareholders, financiers are some of the Internal Stakeholders; the media, local communities, regulators, local government, environmental groups, potential users are external stakeholders.
Winch, 2004, McElroy and Mills,2003..	Based on the level of opposition and support	Promoters and opponents	residents, the general public, community representatives, environmentalists,

			indigenous groups are examples.
Savage et al. 1991..	Based on Interest and influence	Claimants and influencers	
Tikkanen and Lindblom, 1998.	Based on the functional position	Businesses, government actors, community actors.	
Rowlinson and Cheung, 2008.		downstream stakeholders, Upstream stakeholders, invisible stakeholders	
Moodley et al., 2008..	Categorization based on the contract.	Explicit stakeholders, implicit stakeholders, implicitly recognized stakeholders, unknown stakeholders.	Examples of Explicit stakeholders: partners, financiers, owners, and equity holders, sponsors, Implicit stakeholders: regulators, Staff, regulators, 1st tier suppliers, and users. Implicitly recognized stakeholders, 2nd tier suppliers, community government, relevant NGOs, and unions. Unknown stakeholders: interest groups, trade associations, overseas regulators, 3 rd tier suppliers, and the public.
Clarkson (1995),	Based on a contractual or legal relationship	primary and secondary	customers and employees are legally related to firms; therefore, they are primary stakeholders

Frooman (1999)	The nature of the Resource relationship	Those who provide resources to the firm and those that are Dependents on firm	
Fassin (2009)	Based on their Interest, control, and presence of stake	stakeholders, stake watchers, and stake keepers	Unions, community pressure groups and Regulatory agencies.

2.2.5 Project Stakeholder Management

According to Neil (2011), project management is a crucial skill because stakeholders can make or break a project. He believes In both business or project, stakeholder management must be guided and planed based on information gathered during the Stakeholder Identification, Analysis, Engagement, preparation of the Stakeholder Matrix, and communication strategy.

A similar definition with Niel is given by PMI (2017). It states that the stakeholders management process consists of different closely related processes that include the identify stakeholder process, the Plan Stakeholder Engagement process, the Manage Stakeholder Engagement process, and the monitor Stakeholder Engagement processes. These sub-processes focus on different aspects of the bigger continuum of stakeholder management knowledge area.

According to Mitchel et al. (1997), the key issues related to stakeholders identification are the questions of which stakeholders deserve the attention of management and which do not. He also suggested an identification framework and classification methods, which is popularly known as the salience model.

These models help managers identify their key stakeholders, their claims, capabilities, among others, and design strategies to efficiently and effectively manage them. (Aalton,2010)

The identification process focuses on the identification of stakeholders. The following diagram summarizes the inputs, tools, techniques, and outputs.

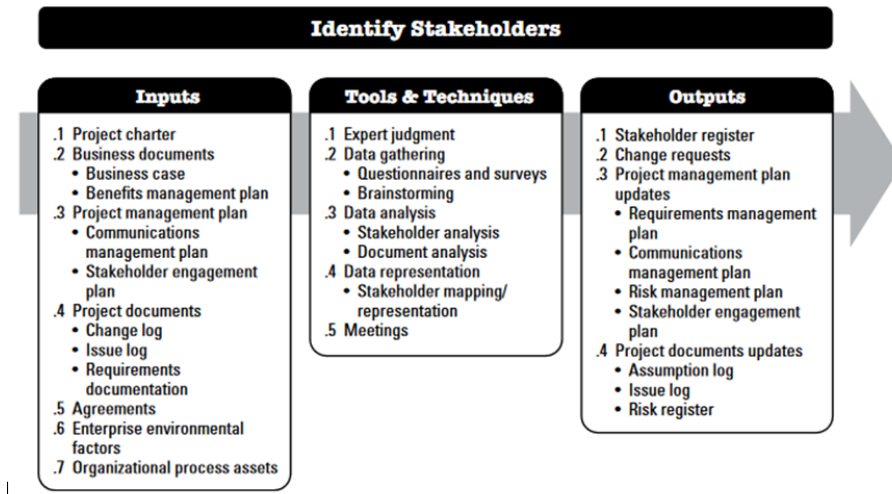


Figure 2: Identify Stakeholders: Inputs, Tools & Techniques, and Outputs(PMI,2017)

2.2.6 Stakeholder Analysis

Stakeholders Analysis, which is part of the stakeholder identification process, include both identification and prioritization of stakeholders (Freeman,1984). Different categorization and classification methods exist. One of the well-known one is the salience model. This model classifies and categorizes stakeholders through three attributes, namely, power, legitimacy, and urgency. These attributes, according to the model, are the ones that determine the level of importance, the priority a given stakeholder receive, i.e., salience it commands, in the eyes of managers. (Mitchel.et.al, 1997)., Wahl (2019)

If a stakeholder hold one of the three attributes only, their salience is also low and are latent stakeholders. If the only attribute present is power, such stakeholders are called dormant stakeholders; if it is the only legitimacy, they are called discretionary stakeholders, and if it is only urgency, they are called demanding stakeholders. Stakeholder salience will be moderate if two attributes are present, and such stakeholders are called expectant stakeholders. Among the expectant stakeholders, those with power and legitimacy only are called dominant stakeholders; those with legitimacy and urgency only are called dependent stakeholders, and those having only power and urgency are called dangerous stakeholders.

Stakeholder salience will be high where managers perceive all the three attributes to be present in a stakeholder and are called definitive stakeholders. Further, the dynamic qualities were

illustrated by showing how stakeholders can shift from one class to another when the salience of stakeholders increases or decreases by attaining or losing one or more of the attributes.

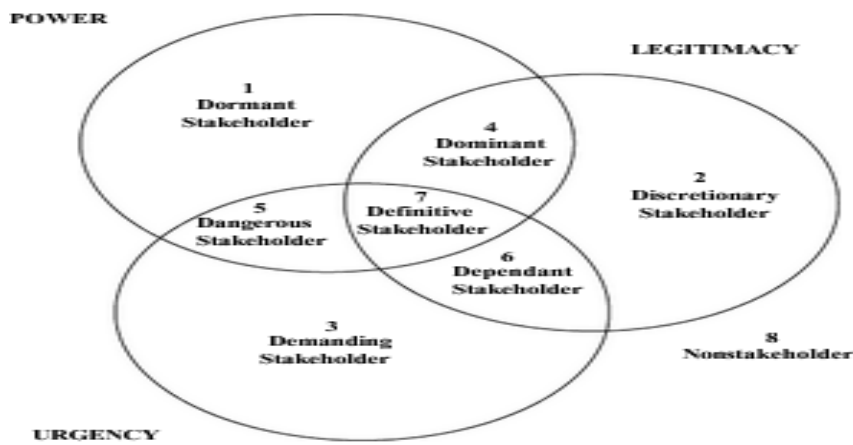


Figure 3: Stakeholder types. **Source:** Mitchell et al.

Wahl (2019) stated that the purpose of stakeholder analysis is to capture important stakeholder information in a way that allows team members to structure stakeholder engagement and target communication strategies to each one's position and interests. He suggested a four-step method.

The four steps are:

1. Defining of stakeholder groups.
2. Assessing each stakeholder group along a two dimensional matrix consisting of level of importance to project success and the current status of support for change.
3. Place each stakeholder group on a 2x2 grid.
4. Develop strategies to moving key stakeholders into the upper-right quadrant.

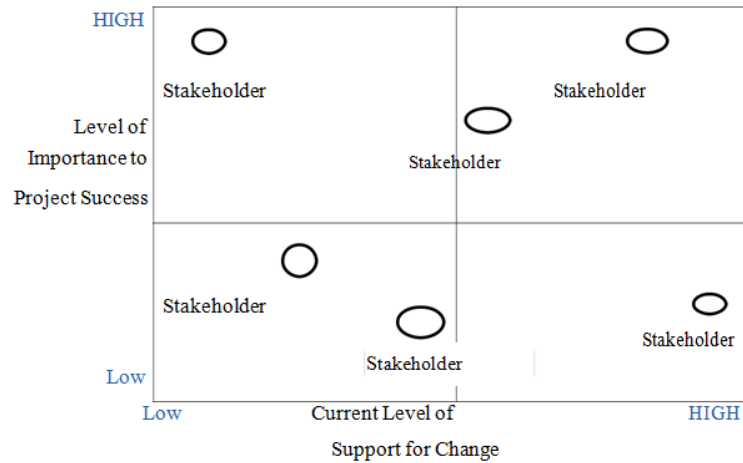


Figure 4: The 2X2 grid developed by Gaylord Wahl (2019)

After identifying and analyzing the stakeholders, the next logical step is to plan how to engage with each one of them, and this is the plan stakeholder engagement step. At this step, an actionable plan is identified, designed, and developed based on the Interest, needs, expectations, and potential impact of each stakeholder. (PMI, 2017). This process should be conducted periodically during the project lifecycle to design a continuously improved and updated approach to engaging the stakeholders.

The plan stakeholder engagement process provides a clear, actionable plan to interact with stakeholders effectively and support the project’s Interests by defining the best way to minimize the influence of the opposing stakeholders and maximize the effect of supporting once iteratively and regularly. (Burke & Barron, 2014 and Karlsen, 2002).

The Plan Stakeholder Engagement process focuses on identifying different approaches to engage project stakeholders according to their expectations, needs, interests, and potential impact. By performing the process periodically throughout the project, an actionable plan that effectively interacts with stakeholders is developed. (PMI,2017)

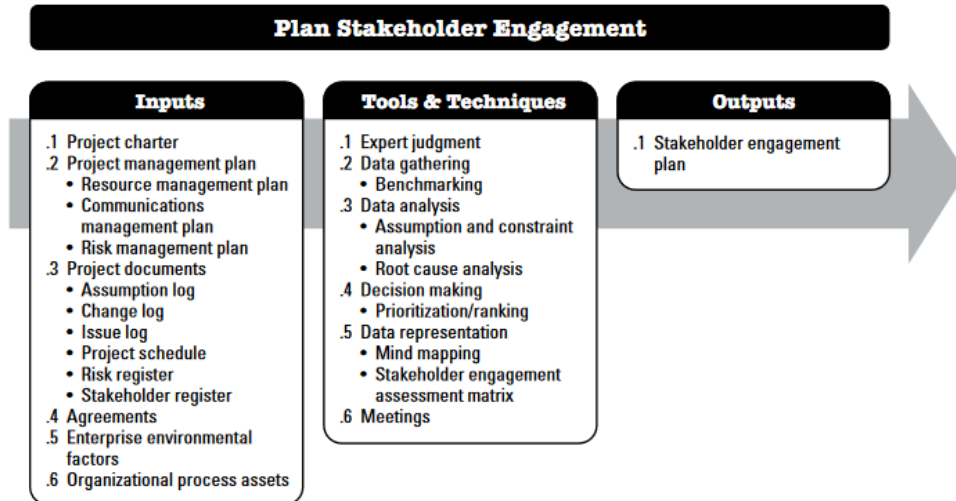


Figure 5: Plan Stakeholder Engagement: Inputs, Tools & Techniques, and Outputs PMI,2017)

The stakeholder engagement level is assessed and will be presented or summarized on the stakeholder assessment Matrix. This matrix reflects the current state of the stakeholder and the required state of the particular stakeholder. Stakeholders’ engagement levels can be classified and presented as depicted below. (table1)

- Unaware: These stakeholders are unaware of the project itself and its potential impacts.
- Resistant: These stakeholders are aware of the project and its potential impacts but are resistant to any changes that may occur due to the work of the project or outcomes of the project.
- Unsupportive: These stakeholders are those who will be unsupportive of the work or results of the project.
- Neutral: Are neither supportive nor unsupportive, but are aware of the project.
- Supportive: are supportive of the work and its outcome.
- Leading: These are actively working to make the project successful. (PMI, 2017)

Table 1: Stakeholder Engagement Assessment Matrix (Source, PMI, 2017)

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				DC	

Based on these plans, focal organizations will engage with stakeholders. This step of the stakeholder management process is the Manage stakeholder engagement process. A range of engagement options has been identified. According to Carrol (1979), the approaches may range from Passive to active engagement. Focal organizations could choose to be reactive, defensive, accommodative or proactive, (RDAP) in their engagement with project stakeholders. (Clarkson, 1995).

The main aim of stakeholder engagement is to decrease resistance and increase support for the project by the stakeholders. This is achieved by meeting the expectations, interests, needs of stakeholders and addressing issues, and fostering communication for this purpose. This is done throughout the project life cycle. (PMI, 2017)

At this step:

- Stakeholders should be contacted at the appropriate time to get, confirm and sustain their continued engagement for the success of the project
- Managing stakeholder expectations through communication and negotiation should be done;
- Addressing any potential concerns or risks related to stakeholder management and future issues that may be raised by stakeholders should be anticipated; and
- Clarifying and resolving identified issues should be done.

Managing stakeholder engagement clarifies project goals, objectives, risks, and benefits to stakeholders, in addition to how their contribution will enhance project success.

The five strategies employed by focal organizations to engage stakeholders, Oliver (1991) identified were: acquiesce, compromise, avoid, defy, and manipulate. Acquiescence is acceptance or compliance without protest, even though the proposition is not agreeable, while the compromise strategy focus on negotiation, pacifying, balancing, and stakeholders. Avoidance as the name suggests is the strategy to avoid conformity with stakeholder's demands. Oliver (1991) views defiance as an active form of resistance to institutional processes. Finally, the purposeful and opportunistic attempt to co-opt, influence, or control institutional pressures is the Manipulation strategy.

These activities of stakeholder engagement are performed in a continuously changing project environment, and any plan should therefore be continuously Monitored and fine-tuned in order to maintain or increase effectiveness and efficiency. The project management institute terms this part of the stakeholder management process as the Monitor stakeholder engagement process. (PMBOK, 6th edition.)

The Monitor Stakeholder Engagement process- deals with continuous monitoring of project stakeholders' engagement and modifying engagement strategies and plans accordingly.

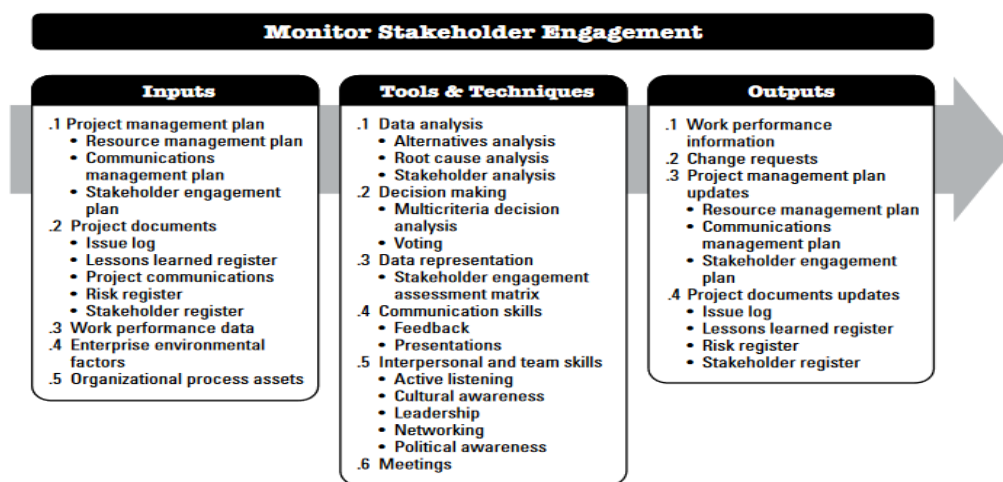


Figure 6 : Monitor stakeholder engagement process

2.2.7 Stakeholder Behavior and influence (salience) shaping strategies

Stakeholder behavior denotes stakeholders' inclination to cooperate or threaten the project management team (savage etal.1991). Studies in this area mostly concentrate on the identification and description of salience shaping strategies and the factors that influence the choice of those strategies. (Frooman, 1999; Frooman and Murrel, 2005).

According to (Hendry 2005; Frooman 1999), stakeholders use different strategies, means, or tactics, to get what they need. And the choice of the strategy is dependent on the nature of the resource relationship between the stakeholder and the project. Frooman, (1999) suggests four influence strategies, which he called direct withholding, direct usage, indirect withholding, and indirect usage strategies.

Strategies that involve the secession of supplying resources provided directly or indirectly by stakeholders are called Withholding strategies and strategies which allow the usage of resources provided directly or indirectly by stakeholders but with conditions attached are called usage strategies. These are all efforts done to influence projects or organizations' management to change their behavior.

2.2.8 Project success and stakeholders management

Donaldson and Preston's (1995) Instrumental theory finds the connections between stakeholder management and corporate performance objectives such as growth and profitability.

Bourn and Walker (2005) and Karlsen et al. (2008) also claimed that Project success is a function of input and numerous individuals' opinions, including those outside the project team, making project-stakeholder management critical responsibility of a project manager.

Derek H. T. et al. (2007) describe a project Which doesn't measure up to the expectation of influential stakeholders will be considered as unsuccessful even if it is within the scope, time, and cost parameters.

In the same manner, Jepsen and Eskerod, 2008 also discussed the relationship between a project and its stakeholders' management as being central to the success of projects.

These literatures show the relationship between project success and project stakeholder management. Good stakeholder management, therefore, leads to project success, and bad management leading to failures.

2.2.9 Stakeholder Management Challenges

Nutt(2002) analyzed 400 strategic decisions and discovered that half of those decisions were either not implemented or partially implemented. They produced poor results in large part because decision-makers failed to attend to interests and information held by key stakeholders.

Kastner (2010) pointed to three major sources of Stakeholder Management challenges, these were:

- Unclear Stakeholders-These stakeholders don't articulate their interest, intentionally or unintentionally are not open and honest about their interest and expectations.
- Unidentified Stakeholders- These are stakeholders the project missed to identify in time.
- Unreasonable Stakeholders- Those stakeholders that don't even abide by to simple common sense.

All or any of the above challenges could be faced at any stage of the project life cycle.

2.3 What is Dialogue?

The dictionary definition of dialogue is simply a conversation between two or more people. Bill Isaacs calls a dialogue a conversation “with a center, not sides.” When we take these definitions and apply them to a dialogue between one or several stakeholder groups, we will get the concept of stakeholder dialogue.

There are different methodologies that involve a round table of various stakeholders, which are assisted by facilitators who fall under the umbrella of stakeholder dialogues. One such adaptation of stakeholder dialogue is scenario planning Methodology. Bojer et al. (2006)

The Destiny Ethiopia project, which is the topic of this study, deals with a particular type of scenario planning methodology, called the transformative scenario planning process, which is discussed next.

2.3.1 Scenario planning methodology

Out of the various ways to approach the future, one way is scenario planning. Scenarios mainly answer the question, what could happen? Instead of what will or must happen sometime in the future. Scenarios are plausible and possible pictures of the future. Through a series of conversations, a group of people invents or creates and deliberate on numerous stories about the future world. Ideally, one should carefully research these stories and generate details to uncover new understandings and some revelations. Scenarios are potent tools for challenging

expectations about the world, and in so doing, they lift the obstacles to our imagination and knowledge about the future. Bojer *et al.* (2006)

2.3.2 Transformative scenario planning

Transformative scenario planning is one type of scenario planning methodology. It can be applied by people who find themselves in a situation with three characteristics. First, these people see the problem they are in as unacceptable, unstable, or unsustainable. Second, these people cannot transform their situation independently or with friends and colleagues even if they are willing to change. Third, directly transforming their situation is impossible and the actors who need to work together to transform are too polarized to confront the work head-on. They agree neither on the problem nor what the solution is. The only agreement probably be on the existence of a problem that needs solution, although indifferent respects and for different reasons. Then, transformative scenario planning is a way for people to work with complex; challenging situations that they want to transform but cannot change unilaterally or directly. (Kahen,2012)

2.3.3 The Destiny Ethiopia Transformative scenario planning project.

Destiny Ethiopia which brought fifty Ethiopians drawn from various political parties, usually polarize with diverse perspectives, and professional backgrounds for a private deliberation on the most crucial and urgent issues that Ethiopia was facing using the Transformative scenario planning methodology. After several months of intimate conversations, they came up with four possible scenarios of Ethiopia's future

2.3.4 Empirical Review/Evidence

Taking four non-governmental organizations, Hendry (2005) empirically tested what Frooman (1999) proposed as the four influence strategies of stakeholders. It proved to be true. But in addition to the four strategies, she identified more strategies that can be employed by stakeholders; these include lobbying, boycotting, a letter-writing campaign, litigation,

organizing other stakeholder's multi-stakeholder dialogue, and different communication strategies.

Newcomb (2003) had demonstrated the significance of stakeholder analysis by using tools such as the power/interest matrix, in the UK, on major construction projects. Olander and Landin (2005) used the same tool to empirically study the problem of managing stakeholders and the construction industry. Olander (2007) develops a stakeholder analysis tool studying three construction projects. Chinyio and Akintoye (2008) and Rowlinson and Cheung (2008) developed good stakeholder management practices and developed a model also using the construction industry.

Shazia Nauman (2016) studied Project Stakeholder Management in Pakistan to show a Developing Country Perspective. It was done in the construction industry.

Gali A. Zarewa (2019) investigated the barriers to effective stakeholder management Infrastructure Projects.

Most of these empirical studies on stakeholders focus more on internal stakeholders and usually tries to find out the most effective management framework. In addition, they are done on construction projects. (Aalton, 2011)

Reading through the AAU institutional repository, it can be seen that Studies conducted on the topic of stakeholders management from 2007-2020 in AAU were from different sectors, but none were done on stakeholder management of a dialogue project.

2.3 Research Gaps

The study of stakeholder management practice in the destiny Ethiopia project, which attempted to implement the transformative scenario planning process for the first time in our country is very relevant at both academic level,-the stakeholder management knowledge area particularly the practice of multi-stakeholder dialogue project-and national level contributing to conflict transformation through peaceful means, i.e dialogue processes.

The lack of theoretical knowledge and empirical evidences in highly contextualized projects such as Destiny Ethiopia project particularly on stakeholder management practice, stakeholder influence strategies, and focal project response strategies was the driving force for this study.

2.5 Conceptual Framework

Based on the above sections' theoretical literature review, the following conceptual framework is developed for the study.

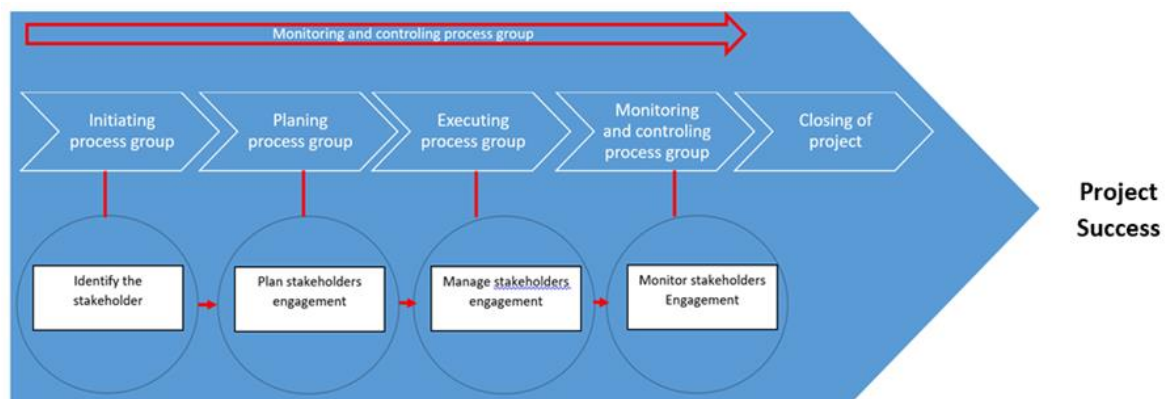


Figure 7: Project stakeholders management process (own source)

CHAPTER THREE

Research Design and Methodology

3.1. Introduction

This chapter deals with the research design and methodology. It encompasses the approach used, the population of the study, data collection, and analysis methods. Validity, reliability, and ethical considerations that are taken into account during the study are also included.

3.2. Research Design/Model

This study used a descriptive research design since it attempts to describe the characteristics associated with stakeholder management practices in the Destiny Ethiopia project. Descriptive design helps to present a picture of the characteristics and specific detail of a particular situation in a case selected. (Neuman, 2007).

3.3. Research Approach

This study uses a qualitative research approach. A qualitative approach is used to understand individuals' responses and to narrate respondents' opinions for both closed and open-ended questions. Yin (2009) suggests qualitative study to be useful in studying a phenomenon or a case in its real-life context.

In qualitative research, the respondent's subjective view about the phenomenon is well and richly captured; on the other hand, it lacks generalizability. The research questionnaires were constructed based on the literature review and previously tested questionnaires in a similar study area.

3.4. Population of the study

As mentioned in the study's scope, out of the various projects implemented by the host organization, the destiny Ethiopia project is the focus of the present study. The number of personnel involved in the project are seven; the researcher, therefore, uses the Census or complete enumeration of the target population. All the people involved in project management were included. According to Kothari (2004), Census inquiry needs to be emphasized when the universe is a small one and states that it is of no use resorting to a sample survey. All participants are subject matter specialists with rich experience, both academic and work-related. Other individuals unrelated to the case study are avoided not to contaminate the data.

3.5. Data Collection

To get appropriate data, the study uses both primary and secondary sources. Primary data was collected from respondents by using a Pre-determined structured interview guide. A description and objective of the interview was sent to the interviewees beforehand and their consent was secured and all interviews were conducted by arranging sufficient time in a comfortable setting. Consent to record the interviews were obtained.

The structured interview guide was prepared, having pre-determined, open-ended and closed-ended questions. The pre-determined questions were posed in the same way to all respondents to elicit a response to similar phrasing. This helped obtain first-hand information from respondents to key questions formulated based on the reviewed literature, and previous works on stakeholder management by Misganaw (2020), Yodit Belete (2019), in school of commerce.

In addition, secondary data was collected from the project management working manuals, different brochures, reports, project documents, articles, academic journals, and other related publications.

3.6. Data Analysis

The collected Data was transcribed Verbatim from the audio recorded words, which is the most common form of analysis for qualitative research (Poland 1995) and this makes the narrative text for analysis. The initial categorization of the text was based on the pre-determined interview questions. Further analysis was done to identify sub-themes under each question. Since each theme is predetermined, a thematic analysis with deductive reasoning is followed. Close reading and subsequent analysis reveals the presence or absence of the expected themes. Other themes could also be identified.

3.7. Validity and Reliability

For research data to be of value and use, it requires validity and reliability measurements. Both are fundamental bases of scientific methods of research. Assuring that the data collected are relevant to the problem at hand and the degree to which findings are true is assuring validity. (Seale and Filmer 1998, p. 134) .When an instrument actually measures what it is supposed to measure, it is considered a valid instrument.

To ensure validity, the interview guide was pre-tested using three experts in the organization who are working on a different project. These individuals are not in the population of the study. The language and clarity of questions were checked. All jargons were either omitted or further explained.

Validity was also ensured by letting interviewees check their transcribed responses to conduct participant validation, and their agreement was obtained. They were also debriefed on the final conclusions. Last but not least, instrument's validity was assured by benchmarking previous studies on related topics in school of commerce and asking for feedback from the research advisor. All recordings and transcribed materials are safely and retrievably stored. Walliman (2006).

Reliability deals with the absence of variation or arriving at different conclusions or findings if the study is repeated. It deals with the repeatability and replicability of observations or results (Walliman,2006).

This was assured by employing a structured interview guide having pre-determined open-ended and closed-ended questions. The pre-determined questions were posed in the same way

to all respondents to elicit a response to similar phrasing. In addition the open ended questions are repeated in a close ended form allowing interviewees to answer to similar questions in two forms, helping triangulation repeatability.

3.8. Ethical Consideration

An official consent letter was obtained from the host organization to conduct the study. The researcher followed ethically and morally acceptable processes throughout the research. The data collected was with the full consent of the participants. Since it could not be ethical to access confidential documents of the company, the organization's code of ethics was kept at all times. All the collected data were and will be kept confidential. All documents which are referred to throughout the research were fully acknowledged.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter focuses on the results, analysis, and interpretation of the in-depth interviews conducted with all of the seven project members of the destiny Ethiopia project team.

According to Neil (2011), project stakeholder management is crucial because stakeholders can make or break a project. In both business and project, stakeholder management must be guided and planned based on information gathered during the Stakeholder Identification, Analysis, Engagement, preparation of the Stakeholder Matrix, and communication strategy.

Understanding how the crucial skill of project stakeholder management which makes or breaks a project, unfolds in project cases is important to learn about the success, failure, or areas of improvement in the present or future projects. In this research, the researcher tried to understand the project stakeholder management practice of the destiny Ethiopia project deeper. The result of the interviews conducted on topics of stakeholder management practice, from the identification, classification, analysis, engagement and communication to the challenges and influence strategies of stakeholders, and response strategies of the project are covered in this section.

The demographic information about respondents is presented in the first section. The second section focuses on the results of the interviews conducted using a pre-determined, structured interview questions. The transcripts are analyzed and organized under each interview question with the sub themes that emerged from the narrative text analysis. The result of the close-ended form of the same question is also presented under the same open ended interview question. All seven project members participated in the in-depth interview. The anonymity of respondents is kept on the transcripts, and verbatim quotes are taken.

4.2 Demographic Information of the respondents

Gender and Age Cross tabulation *Source*

Gender	Age			
	30-39	40-49	50 and Above	Total
Male	0	1	3	4
Female	2	1	0	3
Total	2	2	3	7

Level of Education tabulation

Gender	Level of Education			
	Degree	Masters	PhD Candidate	Total
Male	0	2	2	4
Female	0	3	0	3
Total	0	5	2	7

Source: Own Survey data 2022

Years of Experience tabulation

Gender	Years of Experience		
	11-15 Years	Above 15 Years	Total
Male	0	4	5
Female	2	1	2
Total	2	5	7

Project Experience tabulation

Gender	Project Experience		
	0-5 Year	Over 5 Years	Total
Male	0	4	4
Female	0	3	3
Total	0	7	7

Source: Own Survey data 2022

Project Position tabulation

Gender	Manager	Expert	Specialist	Admin and finance
Male	3	1	0	0
Female	0	0	2	1
Total	3	1	2	1

Source: Own Survey data 2022

As can be seen from the above tabulations the profile of respondents the gender distribution is fairly balanced. The minimum educational level of interviewees is master's degree and all with work experience of above 11 years and project experience of over 5 years.

4.3 Research question one: What were the steps, tools and processes used in stakeholder management process of the destiny Ethiopia project?

4.3.1 Stakeholder Identification and Importance of stakeholder

PMI (2017) states that the stakeholders management process consists of different closely related processes starting with the identify stakeholder process, which involves different methods, tools, and techniques. According to Mitchel et al. (1997), the key issues related to stakeholders identification are the questions of which stakeholders deserve the attention of management and which do not. Therefore the basis of stakeholder identification and status determining factors should be known at this stage. In the following subsection, we present the results of the interview focusing on these issues.

4.3.1.1 Stakeholders identification Methods

The identification process focuses on the identification of stakeholders. The DE project used the below-mentioned methods and techniques to identify stakeholders.

- **“Brain storming between the project team and core team members”**

"The major way of stakeholder identification on the destiny Ethiopia project has been brainstorming between the initiator core team and the project team. The core team is a team of concerned citizens that took the step to initiate the project and involved in the initial identification of the stakeholders. The core team and the project team brainstormed among themselves, asked other relevant people, researched, and came up with a list of potential participants in the transformative scenario planning process numbering around 350-370 individuals. They further prioritized these stakeholders to 50, using a criterion called sensitivity markers of age, gender, ethnicity, religion, region, political perspective, and sectors; which is

just above the maximum number of participants required for the process. The project team further identifies other stakeholders other than the scenario team by the same method."

- **“ Expert opinion, benchmarking other countries experiences”**

"Those who are beneficiaries of the project and those who get affected by the outcome of the project positively or negatively can be considered as stakeholders. Therefore, the very basic thing to identify them is to list out stakeholders whose interest gets affected by the project, and then we can pinpoint how their interest gets impacted by communicating with them. We use brainstorming, and other methods such as using expert opinion and benchmarking other countries' experiences to identify stakeholders, and we adapt it to the peculiar Ethiopian context."

- **“Stakeholders are identified as External and internal stakeholders”**

"We classify stakeholders as external and internal stakeholders. By that, I meant people like us working in the project office and our partners, including the Forum of Federation, which is the host entity, the donor community etc. Another group of stakeholders are the so-called actual subject matter stakeholders, which are part of Destiny Ethiopia, and members of the scenario team are internal stakeholders. There are also sector-based stakeholders who are external stakeholders. These are the immediate constituency of the scenario team, leadership of key institutions, and the public at large. We identify each category mainly by brainstorming."

As can be seen from the responses of key project leaders, a combination of stakeholder identification methodologies were employed in the destiny Ethiopia process. These responses were also supported by the responses to a similar closed-ended question which listed Project team brainstorming, Stakeholder forums, snowballing (through peers) and a Combination of these as methods of identification. A combination of identification methods was the answer largely given. Expert opinion and benchmarking of other countries' experiences were also sighted as other methods used.

These tools and techniques are consistent with Stakeholders identification tools & techniques, out lined in literatures such as (PMI, 2017).

4.3.1.2 The basis for stakeholder identification

The basis of stakeholder identification in the destiny Ethiopia project was explained by respondents as follows:

- **“The objectives and the goals to be achieved”**

"One of the main goals of the DE project is to create a mutual understanding among actors within the spectrum of Ethiopian political, economic and social sphere. Based on this, we framed criteria to differentiate these actors. These criteria make up the guiding tool that leads us to our stakeholder identification. This document is called a multi-criteria assessment document. Using this guiding document, we have included those we consider key stakeholders and abandoned others that are not. For example, we considered various politicians from the key political stakeholders ranging from those who subscribe to Ethno-nationalism to those who subscribe to Citizens based politics and those in between. So our objective and goals are the basis of identification"

- **“The resource needs and the project stakeholders.”**

"The resource needs of the project's stakeholders dictate the type of other stakeholders to be involved. The type and amount of resources required by the project correspond to the type of partnership required for the successful implementation of the project. The different resource people, consultants, and service providers were selected on this basis."

- **“Organization’s policy”**

"In selecting stakeholders like service suppliers, the organizational policy is the other foundation for selection."

- **“The need for legitimacy through inclusion and participation”**

"For the work to be legitimate and credible all relevant stakeholders and diversities should be included in the process; inclusion is at the heart of what we do. In order to be inclusive, you need to have a robust inclusion formula, that considers all diversities as much as possible. And selection should be done by people having different perspectives. Therefore this need for legitimacy through inclusion and participation of diverse actors in the dialogue is the basis for the identification of stakeholders. "

- **“The interests of different stakeholders on the project”**

"Different actors have different interests in the project. Government, civil society, and the general public have different interests and levels of legitimacy towards the project. Those with legitimate interests will be considered stakeholders."

The responses to the closed-ended question which list some of the potential stakeholder identification basis namely influence and interest, mission and vision, Sectors and Functions, legal or resource relationship, and a combination of all these the interviewees chose a combination of all or one of the choices showing one or all of the basis were used for identification. Different authors suggested different basis of classifications. Savage et al. (1991), suggested influence and interest, Rawlinson and Cheung, (2008), suggested functional positions, Moodily et al., (2008), Suggested contract, Clarkson (1995), suggested legal relationship, and Frooman (1999), suggested resource relationship. Therefore the basis of identification is consistent to what are seen in literatures.

4.3.2 Stage of Stakeholder identification

With respect to the stage at which stakeholders are identified the responses were as follows.

- **“Ongoing Process from Inception to closure”**

"Stakeholder identification starts even before the inception of the process. As stakeholder management is considered as the very essence of the project, identification, engaging and sustaining them are key issues. The identification process doesn't stop during the inception

phase it continues until the closure. It is done organically by snowballing as the project develops from one stage to the next. Key stakeholders are continually identified and are brought on board, so in DE, it is understood as an ongoing process.”

- **“A dynamic process that changes constantly”**

"It is not only ongoing it is also dynamic some may come in and some also leave, in this sense it should be done continuously and carefully. Some change their engagement level, some may change their attitude. So we do engage before the inception, at the inception, planning, implementation and closure and M and E as well."

The above responses were also largely repeated to the close-ended question as well.

According to PMI (2017), the practice of stakeholder identification is a task that should be performed regularly. It further states that the process could start prior to or at the same time the project charter is developed and repeated as necessary, but it should at least be done at the start of every phase. The practice in DE is, therefore, consistent with the literatures.

4.3.3 Factors which determines stakeholders’ status as key.

- **“Insight and Influence over constituency”**

"The DE Stakeholders are selected to represent the major political views primarily found in the political spectrum. Other socio-economic actors that are believed to represent the socio-politico-economic system are also included. These are represented by their leaders who are thought to be insightful, influential and have a certain constituency they represent. The higher the stakeholder has these attributes, the more important the stakeholder is. They must be leaders of their constituency, with insight to articulate their view and ability to influence."

- **“Representation of neglected stakeholders”**

"At the same time as the target is to represent the entire system (not only political system), representation is also very important; a stakeholder from the less represented part of the system

will have more weight even though that stakeholder may not have all the attributes listed. Therefore representation of neglected stakeholders is a marker that is considered as key."

- **“Legal, Economic, and security related power over the project”**

"Some stakeholders are also very important to the process, although they are not directly involved. Their stake could be through the legal, economic, and security power they wield. Some government agencies and donors are such examples."

- **“Key service and product suppliers”**

"Another group of stakeholders such as patented technical service providers also have enormous power and are considered very important Key service and product suppliers."

- **“The level of impact the project has over the stakeholder”**

"The different possible beneficiaries impacted at the different level are also very important. Those for whom the impact of the project (Positive or Negative) is higher are considered key stakeholders. The level of impact the project has over the stakeholder is a factor in making stakeholder a key stakeholder or not."

In the responses to the closed-ended question as to what determines stakeholders as key, one respondent chose *influence over project resources*, another respondent chose *stake on project deliverables*, and five respondents chose *all factors* meaning *influence over project resources, stake on project deliverables, political influence, information access and control*.

These attributes are consistent with literatures such as (Mitchel.et.al, 1997),Wahl (2019) which describe in detail that having attributes, like power, legitimacy, urgency, impact, interest makes stakeholders to be key or commanding higher level of salience.

4. 3.4 Stakeholder Analysis

Stakeholders Analysis, which is part of the stakeholder identification process, include both identification and prioritization of stakeholders (Freeman,1984). Different categorization and classification methods exist. One of the well-known ones is the salience model. This model

classifies and categorizes stakeholders through three attributes, namely, power, legitimacy, and urgency. According to the model, these attributes determine the level of importance, and the priority a given stakeholder receives, i.e., salience it commands, in the eyes of managers. (Mitchel.et.al, 1997).Below the responses of interviewees regarding stakeholder analysis are presented.

4.3.4.1 Understanding about stakeholder analysis in DE project

- **“A process that is conducted from Inception to closure.”**

"Stakeholder Analysis is conducted in DE starting from the initiation to closure of the project in order to further identify the right candidates and prioritize most suitable for the project. And the process continues during the implementation and the wrap-up stage as well. The initial analysis focuses on whether the selected stakeholders are suitable for the project objectives, In the implementation stage analysis was done to check the status of each stakeholder, and during the wrap up stage the analysis focus to check which once are still supporting the project, and which once have changed to the positive or negative side of things. "

- **“A dynamic and continuous process to analyze past, current and future capacity of stakeholders to contribute to the fulfillment of the project objectives”**

"Some of the issues that are analyzed about stakeholders are past track records, the current capacity of stakeholders to contribute to the project objectives, and ability of stakeholders to keep contributing and sustain the results of the project. The analysis of stakeholders is not one activity in DE since the position of stakeholders is very dynamic. Those stakeholders that were initially positive and supportive could quickly change into negative and counterproductive. Those that were negative may as well change to positively contributing stakeholders. Those that are sure about the project may change and become suspicious all of a sudden, so continuous analysis and follow up is conducted."

- **“A process of Prioritizing and deciding the type and level of engagement with stakeholders”**

"There are very important stakeholders that are given special attention due to their significance to the process. Some of the stakeholders are direct beneficiaries of the project; some are indirect beneficiaries. Some have a major impact on the project; some have a minor impact. Some have a direct, and some have an indirect impact. We prioritize our stakeholders based on their impact and relation to the project and objective. Those with high impact are kept very close, will be consulted from planning to implementation, to create and keep their ownership alive."

According to (Freeman, 1984), one of the earliest definitions of Stakeholders Analysis is part of the stakeholder identification process, including both identification and prioritization of stakeholders, and the part of the understanding of stakeholder analysis in DE is in line with this definition.

Wahl (2019) stated that the purpose of stakeholder analysis is to capture important stakeholder information in a way that allows team members to structure stakeholder engagement and target communication strategies to each one's position and interests.

4.3.4.2 The way Stakeholder analysis is performed as part of project management processes.

Interviewee's responses and document analysis showed how stakeholder analysis is performed in DE process. Majority of respondents mentioned one or more of the tools used for analysis..

- **“Analysis is done using tools and methods”**

“Stakeholder Analysis is done using a stakeholder analysis matrix, power/influence versus interest/impact grid, and color-coding.”

The templates that are used from document review are as below.

Stakeholder Analysis Matrix

Potential Stakeholder <i>Government, CSOs, Academia, Political Parties, Communities</i>	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, Medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder

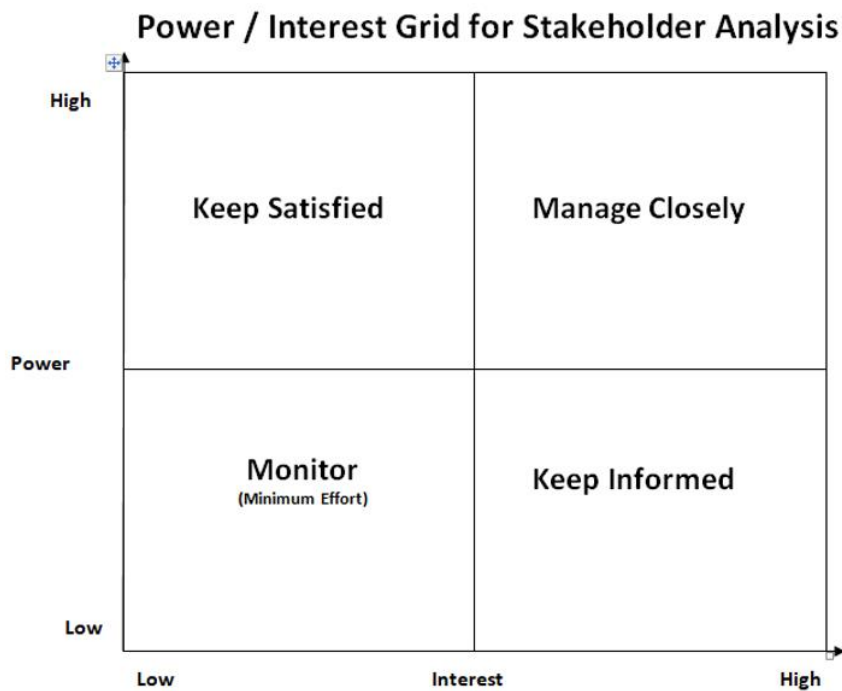


Figure 8 : Stakeholders Analysis Matrix (Source, Destiny Ethiopia/FOF documents 2022)

"Using these tools people or institutions that are affected by the project are listed, mapped on the interest and power grid and classified based on their power and their interest over the project. After classification of stakeholders different engagement strategies will be adopted, some stake holders with High power-High interest will be managed closely, some stakeholders with high power but low interest over the project will be kept satisfied without burdening them with details beyond their interest, some with high interest and low power will be kept informed,

and those stakeholders with low interest and low power will be just monitored with minimum effort."

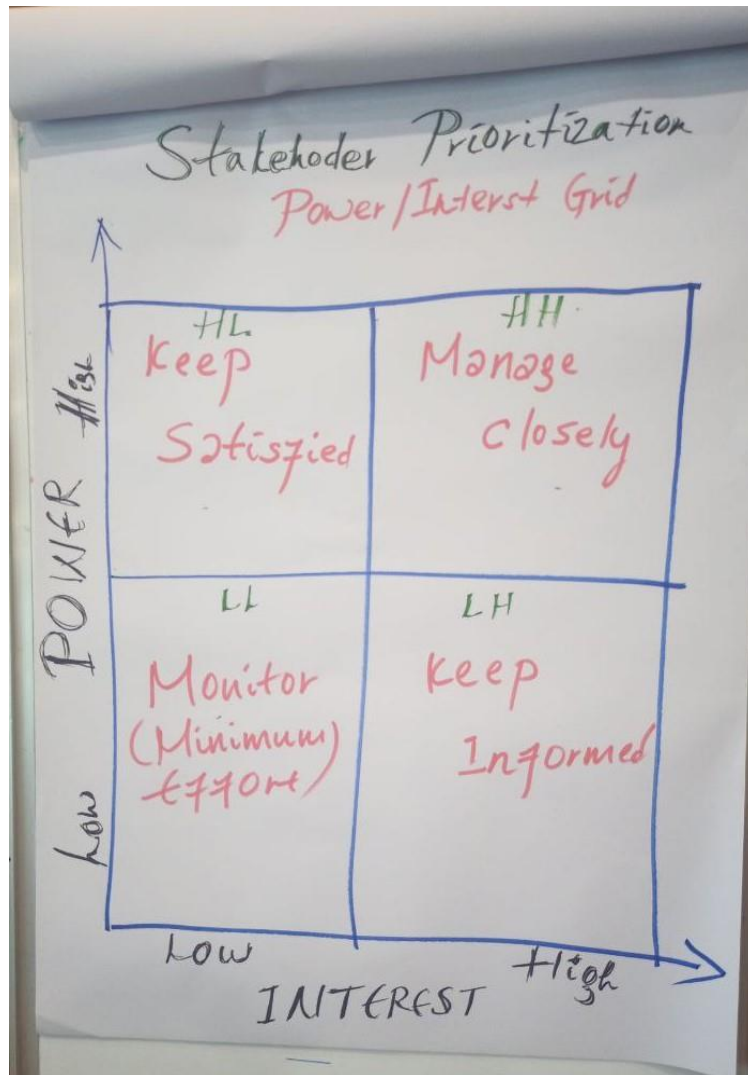


Figure 9 : Stakeholders Analysis Matrix (Source, Destiny Ethiopia/FOF documents 2022)

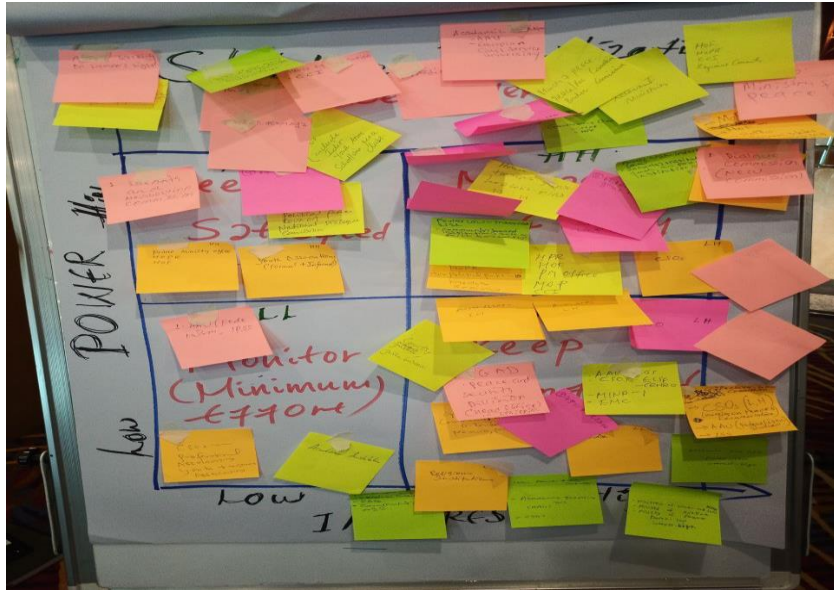


Figure 10 : Stakeholders Analysis Matrix (Source, Destiny Ethiopia/FOF documents 2022)

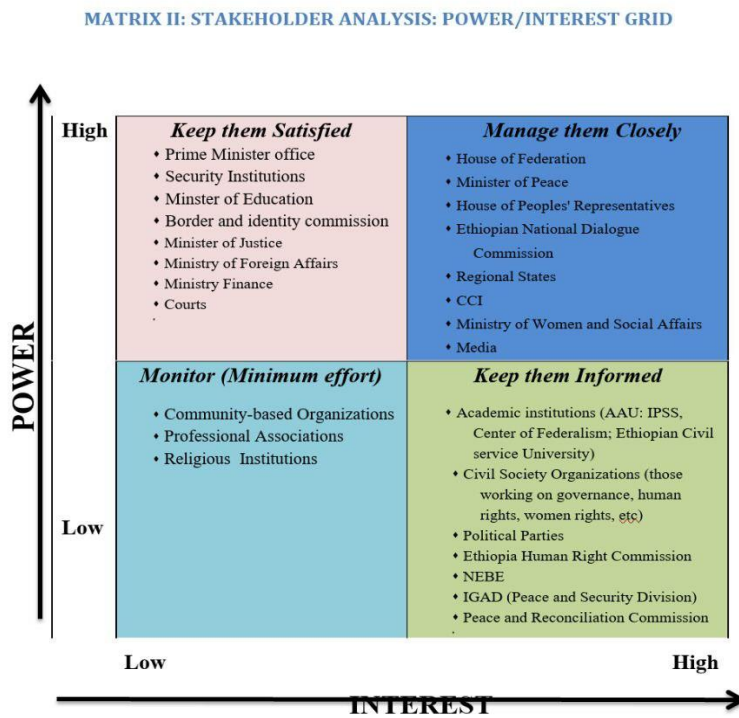


Figure 11: Example of Stakeholders Analysis Matrix (Source, Destiny Ethiopia/FOF documents 2022)

Source: Own Survey data and destiny Ethiopia/FOF documents 2022

- **“Analysis using Fiduciary and project procedures”**

"Some stakeholders are analyzed for their ability to satisfy fiduciary and project procedures."

- **“Analysis consultants and media monitoring”**

"If the stakeholder analysis requires special skill, then external consultants will be considered. Media monitoring and checking their influence or power is one such case that needs media consultants support."

- **“Color coding stakeholder analysis tool”**

"Since the stakeholders, we are dealing with are mostly political personalities, the detailed analysis information tends to be sensitive. And as a result, color coding is developed. The color coding involves three colors green, yellow and red. The green represents those at the far right corner of the High matrix interest, High power stakeholders, The yellow represents the low power high-interest stakeholders, and the red represents the high power low interest stakeholders."

The stakeholder Analysis practice of Destiny Ethiopia project uses tools which are mentioned and are widely utilized in literatures such as (PMI,2017) which is power versus interest matrix mapping and prioritization. But Adding other models which capture the dynamism in stakeholder position (whal,2019) and the salience model (Mitchel.et,al, 1997). Which add other dimensions such as legitimacy, and urgency such as the salience can improve the targeting and strategizing better. Recommendations are given in the recommendation section.

4.3.4.3 Relevance of stakeholder analysis and the stage it is performed

All the interviewees consider Stakeholder analysis as a necessary step in the project stakeholder management process. As to which stage stakeholder analysis is performed, the following were the responses:

- **“Stakeholder analysis is a dynamic process that should be done continuously”**

"Stakeholder's position is dynamic. There is a possibility that the position of a stakeholder could change during the lifecycle of the project. Or the representatives or the stakeholder could be changed entirely. For this reason, we need to do stakeholder analysis continuously throughout the project lifecycle."

- **“It is a process done at every stage which takes into account the key stakeholders for that very stage.”**

"Stakeholder analysis is done at all stages of the project. At the start of the project design, all key stakeholders are analyzed during the implementation stage they are also analyzed. “The close-ended questions to the interviewees also show a similar pattern. All the interviewees considered stakeholder Analysis as a necessary step in project stakeholder management. As for the stage at which stakeholder analysis is performed the responses were mixed one interviewee responded at the initiation stage, one at the implementation stage, and the rest five responded as it being an ongoing process conducted at all the stages. But the practice shows the need to add other tools that captures the dynamism of the positions as mentioned above.

4.3.5 Stakeholder Engagement and Communication

The stakeholder engagement process should start by having a clear, actionable plan to interact with stakeholders effectively to minimize the influence of the opposing stakeholders and maximize the effect of supporting once iteratively and regularly. (Burke & Barron, 2014 and Karlsen, 2002).

Based on these plans, focal organizations will engage with stakeholders and manage the stakeholder engagement process in different engagement options that may range from passive to active engagement Carrol (1979). Organizations could choose to be reactive, defensive, accommodative or proactive (RDAP) in their approach (Clarkson,1995).

The responses given by interviewees in relation to stakeholder engagement and communication in the DE project are presented as follows.

4.3.5.1 How is stakeholder engagement understood in Destiny Ethiopia project.

- **“A process of engaging the stakeholders regularly to make them feel they are the DE family.”**

"The term is understood as an act of making the stakeholders feel part of the destiny Ethiopia family, that they are treated very well, that their interests are represented, that they are kept in the loop, and they are not left out. It means that all sensitivities are given attention and are delivered to the attention giver in addition to all other members dealing with them. It also means that the person assigned to engage with the stakeholders engages them regularly. It is being on the watch and preventing fallout."

- **“A two way communication between the project and stakeholders using various mediums to keep them engaged”**

"Stakeholder engagement is understood as a two way communication between the project and the stakeholders. It engages the stakeholders throughout the life cycle of the project. It is to invite them to physical meetings, engage with them via telephone between meetings, and keep the momentum of their positive engagement. And communicating via telephone, email and face to face. Sometimes engagement means involving stakeholders to engage in different working groups."

- **“A process of sharing the vision of the project through involving the stakeholders by taking into account their concerns and interests”**

"It is not defined just by the nominal involvement of the stakeholder; it is meant to create a shared vision about the project. And this can be achieved by including their concern and interests in the project from the outset. It also means giving them a role depending on their closeness to the project implementation. It means to keep them informed along the way and not call them just for approval."

From the close-ended questions, respondents chose stakeholder engagement to be a process of working with stakeholders, and as a two-way dialogue process between project management and stakeholders. Just like the open ended questions. These understandings are feature of proactive engagements so it is understood as proactive engagement.

4.3.5.2 The stage at which Stakeholder engagement is carried out

As to the stage for engaging stakeholders interviewees responded as it being:

- **“a continuous process that is carried out at all stages of the project life cycle to a different degree and level..”**

"In a volatile political environment where interests change quickly, engagements should be a continuous process. It is a continuous process that is carried out at all stages of the project life cycle to a different degree. Stakeholders are engaged at all stages, from design to implementation to monitoring and evaluation. The project as a whole could be divided into two major phases the scenario building phase and the Scenario dissemination phase. In the second phase of the project, the major task, if not all the task, is stakeholder engagement through the dissemination of the scenarios to different stakeholders."

The majority of the respondents to close ended questions stated that stakeholder engagement is a process that is performed throughout the project life cycle.

4.3.5.3 How is Stakeholders Communication and engagement is conducted

- **“As standard part of the project implementation plan engagement is conducted through meetings, telephones, electronic and social media plat forms”**

"Communication plan is a standard part of the project implementation plan (PIP). It contains the number and frequency of meetings, who will take the minutes and the task of each stakeholder. It also indicates how, when and by whom reports are prepared and distributed. In addition, telephone calls, emails, and communication through platforms such as WhatsApp

groups. This is the major form of communication, especially in the first phase the scenario development phase. "

- **“Conducted through the implementation of Dissemination or communication plan via different modalities of engagements targeted to for different stakeholders”**

" At the second phase of the project which is called the dissemination phase the major part of the communication plan is the dissemination of the scenarios. This is a plan to engage various stakeholders with the results of transformative scenario planning process or the scenarios. Different stakeholders, such as the top leadership of various Ministries, key institutions, the immediate constituencies of the dialogue participants, and the general public, are engaged in various ways. Privet briefings to top leadership of various ministries and Key institutions; Special workshop The immediate constituencies of the various leaders; public meetings and various mainstream, and social media campaigns, websites, teaser advertisements, Print, television episodes and live scenarios launching programs targeting the general public are used for communication and engagement."

- **“ Need based communication for urgent stakeholders demand”**

"Apart from the above standard communications, since our project is small, the communication plan tends to be heuristic; when a need is recognized by one of the project staff, who has seen a change in stakeholder position, he or she raises it to the person assigned for stakeholder engagement, and he will act on it, or one of the project staff will handle the issue. This is not a planned engagement per-se, this approach is called opportunistic dissemination or communication, which is to piggyback on other events to engage our stakeholders."

Except for one respondent who chose meetings as a method of executing the communication plan, for close ended questions the rest of the six respondents chose both meetings and reports as a means to ensure communication.

The above responses show the engagement modality of the DE project is both proactive and reactive when evaluated by models such as (Clarkson,1995) RADP model.

4.3.5.4 Document review of the communication and dissemination process

Document review of the communication or engagement plan revealed that the second part of the implementation phase is actually entirely devoted to dissemination or communication of the scenario planning outputs.

A comprehensive communication strategy and implementation plan was developed for the project. The document outlines in detail the project objectives, the communication objectives, target audiences, key messages, communication channels, communication tactics, frequency, budget, timeline, responsible person or group and outcome measurements.

In order to achieve this priority, audience groups for the communications efforts of the activity have been identified based on a stakeholder analysis. The audience groups are classified as first, second and third-order based on their level of interest and influence on the activity.

The project was hoped to reach 13,265 people directly via three levels of organized outreach. The first level targets are about 65 direct audiences representing the Scenario Team and the Core Team, partners and donors; the second level targets are about 13,000 people representing the constituencies of the Scenario team members and members of the general public, and the third is about 200 people that will be reached through direct and private dissemination channels.

The following are the communication strategies outlined in the document for different groups of stakeholders.

DE communication strategy for first order Audiences(Manage closely)

Audience/ Stakeholder (1st order)	Who they are	Communication Objective
ST members	Politicians, activists, academicians, businesspeople, artists, Media personalities, traditional leaders, civil society leaders, renowned personalities.	Owners of the processes common language, collaboration, discussion about the future
Core team members, donors and host institution, and project teams	The initiators of the project, the project leadership team, supporting partners	Owners of the project common language, collaboration, discussion about the future of the nation

Table 2: *DE communication strategy document, 2019*

DE communication strategy for second order Audience (Keep informed)

Audience/ Stakeholder (2nd order)	Who they are	Communication Objective
ST Constituency	The constituents of each ST member – political parties, private sector, academia, media, and civil society [women, children and disability], and some administrative regions will target their social constituencies.	Coordination, collaboration, information sharing, endorsement
Concerned citizens	Members of Journalist associations, academicians in universities, members of professional associations, members of women organizations, members of chambers of commerce and sectoral associations, artists, members of political parties, religious leaders, youth groups, and other groups.	Information sharing

Table 3: *DE communication strategy document, 2019*

A) DE communication strategy for second order Audience (Keep informed)

Audience/ Stakeholder 3rd order	Who they are	Communication Objective
Key stakeholders	Executive branch of government, Legislative branch of government, The judiciary, Trade Unions, Associations, Religious leaders, Traditional leaders, Youth leaders, Women leaders, Diaspora Community Groups, Artists, Disability groups, Activists, Donor Communities.	Collaboration and information sharing

Table 4: *DE communication strategy document, 2019*

First Order Audience (Manage closely)

These are the direct audiences of the project are scenario team members, core team members and other partners and donors. The gender composition of the scenario team and the core team are, respectively, about 23% and 18% women. The scenario team represents diverse political perspectives, religions, regions, ethnicities and professions. The team represents all nine administrative regions and the two city governments. Given the huge ethnic diversity in SNNPR, 14 out of 56 ethnic groups are participating in the team. The Convening Team conveniently divided potential candidates into three age groups in line with key epochs in the political history of Ethiopia. The first group is the under 40 group, typically the EPRDF Generation, the second group is between 40 and 55, which spans two political regimes of the military Dergue and EPRDF, and the third group of above 55 represents the post-monarchy student activist and the political generation. All age groups are represented in the Scenario Team. In terms of political perspectives, the four parties in the EPRDF coalition, as well as about eight prominent opposition parties, are participating. The opposition parties include OLF, OFC, NAMA, Ethiopian Social Democratic Party, Ethiopian Citizens for Social Justice and Democracy, Ogden National Democratic Front, Arena Tigray and Baytona Tigray. Moreover,

the Scenario Team includes some prominent political activists. The Scenario Team also includes one person with a disability. The total number targeted here are 65 people.

Second Order Audience (Keep informed)

The second level of audiences includes the constituencies that will be reached directly by the Scenario Team members via the grand launch organized by Destiny Ethiopia Team and tailor-made meetings organized by the Scenario Team members. It is estimated that each member will reach out to around 100 people, which makes a total of 5,000 people belonging to several diverse political and social groups. The political groups targeted in this dissemination will predominantly be the major political parties that the Scenario Team members are representing and their close affiliates. Moreover, Scenario Team representatives of the private sector, academia, media, and civil society [women, children and disability], and some administrative regions will target their social constituencies.

At this second level audiences, Private workshops will target people around 100 per event. Members of Journalist associations, academicians in universities, members of professional associations, members of women organizations, members of chambers of commerce and sectoral associations, artists, members of political parties, religious leaders, youth groups, and other groups will be contacted. The total planned event is 20 targeting a total of 2000 individuals.

At this level also, concerned citizens will be engaged through Public meetings, which will include open town hall meetings that will be conducted in Addis Ababa, Dire Dawa, and other regional urban centers . The public meetings will target around 500 people each targeting around 6000 people. This is in addition to Mass media (Radio, TV and newspaper), Digital Media, and the Production of communication materials.

Third Order Audience (Keep satisfied)

The third level of outreach targets audiences using such channels as private briefings and private workshops. Private briefings targeting a maximum of 10 people will address the executive branch of government (PM Office, the Council of Ministers, leadership of the House of Peoples' Representatives and the House of Federation, senior leadership of the Ministry of Peace, senior leadership of the National Electoral Board, senior leadership of the National

Reconciliation Commission, President of the Supreme Court and her team, the Attorney General and his team, the Head of State and her team, senior leadership of the administrative regions and city governments), the senior leadership of the Confederation of Ethiopian Trade Unions, leaders of relevant professional associations, senior leaders of the Inter-Religious Council of Ethiopia and other religious and traditional leaders, leaders of youth groups, leaders of women's groups, leaders of disability groups, and leadership of diaspora groups.

In order to reach the above mentioned different audience groups, a fair mix of communication channels and tactics have been outlined. The determination of communication channels was based on the likelihood of the channels having a broader audience reach and cost-effectiveness. The communications tactics, on the other hand, have been outlined considering the financial capacity and recommendations of the stakeholders of the activity. The communication channels and tactics were subject to revision and adjustment to changes in the activity as well as based on the evaluation of success.

The major communication tactics that were used by the Destiny Ethiopia TSP project activity included the following.

Periodic meetings targeting the project team, Core team, donors, and host organizations to evaluate periodic activities, listen to project reports, and minutes, update progress, challenges and various project agenda

Private briefing targeting some key individuals and institutions such as the Ministry of Peace, Ethiopian Chamber of Commerce, Prime minister's office, etc. Core team members and two ST members are invited for such briefings.

Private Workshops: Such workshops are projected as a springboard to organizing a public meeting. Workshops organized for senior staff of the Ministry of Peace, parliamentarians, political parties, and the diplomatic community targeting about 100 people per event.

Public meetings: these involve mass meetings in major cities whereby people gather in a big auditorium.

Mass media production: targeting newspapers, radios and TV stations.

Digital Media production : that includes a website, social media (WhatsApp, Telegram, Twitter, Facebook, SMS, and group mail)

Production of communication materials- This includes videos, billboards, and brochures in several local languages.

Opportunistic dissemination: This is using other platforms on a related topic to use for our purpose, using event sponsors such as Life and Peace Institute, the Ethiopian Dialogue Forum and the National Reconciliation Commission.

Refresher and coaching sessions: are designed to bring Scenario Team members together at least twice after the final workshop to maintain project momentum and positive relationships built among members.

All The above activities used the following monitoring and evaluation framework to track progress and measure outcomes of communications activities outlined in the dissemination strategy. Data collection and measurement were done by an outsourced Communications and media monitoring firm.

DE Communication Strategy implementation monitoring framework

Activities(Tactics)	Indicator/ Unit of Measurement	Data Source
The main goal of the project is to contribute to creating a sustainable peace and security in Ethiopia by way of structuring thinking and formulating a shared national vision across the spectrum of players.		
Grand launch	# of participation	Attendance
Private meeting	# of meeting that used scenarios-based discussions # of people reached through the meeting	Participant lists and number of meetings
Private Workshop	# of meeting that used scenarios-based discussions # of people reached through the meeting	Participant lists and number of meetings
Public meetings	# of meeting that used scenarios-based discussions # of people reached through the meeting	Participant lists and number of meetings
Media- Radio and TV	# of media coverage # of radio/TV programs produced # of people reached through the radio/TV programs # of press releases shared with the media # of media houses that received media kits # journalists engaged	Media clip and reports
Contribute articles for Newspapers	# of newspaper articles produced # of press releases shared with the media # of media houses that received media kits	Media clip

Activities(Tactics)	Indicator/ Unit of Measurement	Data Source
Digital media	# of followers and reach	Traffic Metrics- Social media impressions/likes/shares
Publications	# of collateral material produced and distributed # of meetings/workshops reached through the publication / types of audience that received activity briefs	Distribution list
Display billboards	# of areas reached through billboard display	Distribution list
Produce short videos	# of people reached through short videos	YouTube analytics, Attendance of events the video presented
Produce promotional materials	# promotional materials produced and used	Distribution list
2 Refresher and coaching sessions	# of people participating in the events	Attendance sheet

Source: DE communication strategy document, 2019

Destiny Ethiopia Project had a well thought and actionable communication strategy and plans with a monitoring and evaluation framework just as stated in the literature. The plan, if implemented, could maximise stakeholders' buy-in and minimise obstruction. The fact that it is open to adjustment during implementation shows its iterative nature, which literature also states. The communication plan is also synchronised and informed with the stakeholder analysis, as seen on the classification. First-order stakeholders, should be managed closely, second-order stakeholders, should be kept informed. And the third-order stakeholders should be kept satisfied. Opposition, resistance, or misunderstanding from the first order and third order audiences is likely to be very challenging; therefore, periodic meetings and private briefings are the main mode of engagement of the two stakeholder types. The challenges faced, in engaging these stakeholders and the responses given in dealing with this and other stakeholders will be looked at in the coming sections. In the communications and engagement strategy the presence of monitoring framework completes the stakeholder management process. This is the proactive part of engagement plan.

In line with literatures which describe stakeholder engagement as process providing a clear, actionable plan to interact with stakeholders effectively and support the project's Interests by defining the best way to minimize the influence of the opposing stakeholders and maximize the effect of supporting once iteratively and regularly. (Burke & Barron, 2014 and Karlsen, 2002).

According to (PMBOK,6th edition.) the monitor stakeholder engagement process- deals with continuous monitoring of project stakeholders' engagement and modifying engagement strategies and plans accordingly, which is part of the communications strategy of DE project.

4.3.6 Stakeholder Management Challenges

The following challenges were the major once faced in DE project according interviewees.

- **“Meeting the diverse interests and demands of stakeholders is a big challenge”**

"Stakeholders need their interests met, their viewpoint appreciated, they need to be heard. Playing the person's role to accommodate all their interests according to their behavior is a challenge. Meeting the diverse interest and demands of stakeholders to their satisfaction is a big challenge."

- **“Meeting unrealistic demands and managing expectations is a challenge”**

"Unrealistic and hard to meet demands by stakeholders is one of the challenges. Managing stakeholder's expectations is a challenge. Misunderstandings can arise from different expectations. Even though stakeholders are involved in planning from the inception stage, although they are clear on deliverables, even though you agree and are on the same wavelength on the theory of change, on final results, differences may appear, and stakeholders may resist accepting final results due to unrealistic expectations and if it is not what they expect. This may take the project back to square one."

- **“Getting timely and high quality responses from big stakeholders is a challenge”**

"Getting the time and attention of Government stakeholders (High power low interest), getting high quality and timely response are some of the challenges."

- **“Predictability of stakeholders is a challenge”**

"Lack of predictability on the part of stakeholders is a challenge. The environment and the stakeholder's interests change quickly in tandem with the political situation in our country. This dynamism makes our stakeholders management process a challenging one."

- **“Maintaining interest throughout the project lifecycle and loss of interest are challenges”**

"Maintaining the contact as strong as the implementation period after the reporting of the results was challenging. There are high profile people whom we couldn't get after a certain period of time. This is especially true in changing circumstances; they tend to give priority and attention to more urgent but less impactful things. So interest maintenance is the challenge."

- **“Managing perceptions is a challenge”**

"Managing the perception of stakeholders, especially in political projects where perception is a reality, is a challenge. For example, some people in the dialogue were appointed by the government to a ministerial posts, which didn't sit well with the opposition. As if it was because of the process by which the individuals were appointed, the opposition stakeholders complained too much. This issue gave rise to a wrong perception among some stakeholders, which was challenging to manage. Even though all efforts are exerted to communicate, clarify and engage these stakeholders, intentional and unintentional misperceptions linger."

- **“Luck of engagement of some key stakeholders is a challenging”**

"When dealing with powerful stakeholders like governmental bodies, resistance to timely engagement as needed is a challenge. There is always a tendency to take other projects outside their core function as additional work. There is also a self-interest that comes in the way, even against the interest of their organization; managing this is a challenge. There is a tendency to require some other incentives to be motivated."

Almost all of the above mentioned challenges fell under the category forwarded by Kestner (2010). The challenges relating to *meeting diverse interests*, *Predictability of stakeholders*, *maintaining interest* could all be due to the stakeholder being *Unclear* that is stakeholders not being open and honest about their expectations and interests and do not articulate it enough. This is very true in politics where vagueness is considered as an art and a virtue. The Other challenges mentioned above such as *meeting unrealistic demands and managing expectations*, *managing perceptions*, *maintaining interest*, one of the reasons as seen on the interview responses could be due to the stakeholders being *Unreasonable Stakeholders*- those who do not embrace what some refer to as reason and common sense.

Interviewees responded to a close-ended question about the existence of a specific type of challenges by saying Yes or No, and they responded in the following manner.

Challenges of Stakeholder Management in DE project

Challenges of stakeholder management	Total	Response options	
		Yes	No
Effectively managing expectations of stakeholders is a challenge	7	7	0
selecting a common communication channel is a challenge	7	7	0
Building trust on a project by stakeholders is a challenge.	7	6	1
Creating empathy among stakeholders is a challenge in stakeholders' management.	7	6	1
Lack of good communication is a challenge in stakeholders' management	7	6	1
Project stakeholders have conflicting interests	7	6	1
Managing stakeholders' cultural difference (communications, negotiations and Decision making) can affect stakeholders' management.	7	6	1
Project managers encounter cultural differences in communication in language, context, and openness	7	6	1

Source: Own Survey data 2022

All these challenges mentioned above are common to most projects. Almost all of the above mentioned challenges fell under the category forwarded by Kestner (2010). Kastner pointed to three major sources of Stakeholder Management challenges; these were: Unclear Stakeholders- These stakeholders don't articulate their interest, intentionally or unintentionally are not open and honest about their interest and expectations. Unidentified Stakeholders- These are stakeholders the project missed to identify in time, Unreasonable Stakeholders- Those stakeholders that don't even abide by simple common sense.

The challenges relating to *meeting diverse interests, Predictability of stakeholders, maintaining interest, building trust*, could all be due to the stakeholder being *Unclear* that is stakeholders not being open and honest about their expectations and interests and do not articulate it enough. This is very true in politics where vagueness is considered as an art and a virtue. The other challenges mentioned above such as *meeting unrealistic demands and managing expectations, managing perceptions*, could be due to the stakeholders being *Unreasonable Stakeholders*- those who do not embrace what some refer to as reason and common sense. *luck of responses* and *getting a timely and high quality responses from big stakeholders* may relate to *Unidentified Stakeholders* who are influential individuals within these institutions making decisions. And the rest could be categorized as *other challenges Selecting a common communication channel, Managing stakeholders' cultural differences*.

4.3.7 Unit for managing stakeholder relationship and communication

On the existence of unit for managing stakeholders the response was:

- **“A person is assigned for managing and communication with the stakeholders”**

"There is a person assigned specifically for dealing with stakeholders. That person mainly manages all the communications and engagements with stakeholders. There is no unit assigned for this purpose only. As the project is relatively smaller in size there was no need to have one."

4.4 Results related to the second research question: Influence strategies used by stakeholders for shaping salience

Below are the various influence strategies used by stakeholders in the DE project, according to the interviewees.

- **“Trying to involve more like minded stakeholders in the project to push their interest”**

"It comes from all stakeholders in DE, for example, people in the scenario team, will push for more people, that subscribe to their belief, to participate in the dialogue than others to shape their salience, this should objectively dealt with and balance should always be maintained. This happens at the participants of the dialogue level. Also, there is a tendency to look for a loophole in the system and avenues to place their interest."

- **“Creating beurocracy and withholding of resources”**

"From donors side, this could take a form of putting requirements on usage the resources, creating a tight system is the usual form of shaping their salience, but in DE project this was not very significant."

- **“Using a very tight M&E is one form of showing salience.”**

"Some stakeholders may require things which are not in line with the project objectives, for personal or institutional reasons, and may put their constructive engagement with the project as a bargaining tool."

- **“Legal and political power”**

"Stakeholders such as governments are always perceived to be influencing processes such as DE by directly or indirectly dictating the process. In this regard, the key to getting the buy-in of other stakeholders is being completely transparent and using participatory decision-making mechanisms."

- **“Continuous and very close engagement”**

"Continuous engagement, detailed comments, full participation, follow up, and intensive demand for the project outcomes at every level is one form of shaping their salience."

- **“Putting unrelated demands and creating obstacles on the project”**

"Some individuals from some institutions may have other interests, and by creating obstacles, they may try to influence you negatively. This shows that the stakeholder is losing interest or there is a personal issue going on. Putting demands that are not related or difficult to achieve on the project is also the way to shape their salience."

- **“Mobilizing other stakeholders”**

"Mobilizing other stakeholders ethically or unethically against the project is one-way salience is shaped."

Close ended questions revealed that direct and indirect withholding of resources were very rare and directly putting conditions on usage of resources were the once experienced in relatively higher instances. Other important influence strategies other than the resource relationship between stakeholders and the project were lobbying, letter-writing campaign, and organizing other stakeholders.

At the same time, the majority of respondents believe Direct withholding of resources, boycotting and litigation were not used as salience shaping strategies. In addition, almost all respondents believed stakeholders use a combination of methods to shape their salience or prominence.

According to (Hendry 2005; Frooman 1999), stakeholders use different strategies, means, or tactics, to get what they need. Moreover, the choice of the strategy is dependent on the nature of the resource relationship between the stakeholder and the project. Frooman, (1999) suggests four influence strategies, which he called direct withholding, direct usage, indirect withholding, and indirect usage strategies.

Strategies that involve the stopping of supplying resources provided directly or indirectly by stakeholders are called Withholding strategies, and strategies which affect the usage of resources provided directly or indirectly by stakeholders but with conditions attached are called usage strategies. These are all efforts done to influence projects or organizations' management to change their behavior.

As one clearly see in the above responses influence shaping mechanisms related to resource relationship as illustrated by Frooman(1999) exist. Although the instances are less *Directly putting conditions on usage of resources were seen to be one of influence strategies* examples being *Creating bureaucracy , Using a very tight M&E, Legal and political power ,Continuous and very close engagement, Putting unrelated demands and creating obstacles* Other important influence strategies other than the resource relationship between stakeholders and the project *lobbying, letter-writing campaign, and organizing other stakeholders*, These are part of the influence strategies identified by Hendry (2005) . A *combination* of these methods were used to shape their salience or prominence by stakeholders. At the same time *Direct and indirect withholding of resources, boycotting and litigation* were not used as salience shaping strategies.

4.5 Results related to the third research question: Responses strategies enacted to the demands of stakeholders

The experiences of the DE project in dealing with stakeholders are listed below.

- **“Dealing at the entire project leadership or core team level”**

"Some difficult to deal with issues will always be taken to the entire project leadership team, and rarely to the wider scenario team level to deal with it in a transparent manner. Approaches will be decided on a case by case basis."

- **“Responding in a timely manner to rightful demands by adjusting to the demand and clearly drawing the line for unwarranted influences”**

"Rightful demands from the donor side are dealt with accordingly by adjusting to their demands, such as reporting, M&E, and other legal requirements. But on some issues, openly confronting or drawing the line for no-go areas was the approach taken. That, to the surprise of many, was seen as evidence of genuine engagement. This also applies to personal interests of individuals who require issues out of the objective of the project."

- **“Repeated awareness creation as a proactive means of curbing unwarranted influence”**

"Repeatedly informing and creating awareness about the project to the different stakeholders, repeatedly reminding and creating platforms to underscore the project objective and scope to proactively prevent unnecessary influences was done. Informing and inducting new stakeholders to bring them to the desired level is also done. Sometimes when the scope and objective of stakeholder's requests are different from the current objective, an effort was made to show what it takes to start a new project fulfilling their requirements."

Oliver (1991) identified the five strategies that focal organizations employed to engage stakeholders: acquiesce, compromise, avoid, defy, and manipulate. Acquiescence is acceptance or compliance without protest, even though the proposition is not agreeable, while the compromise strategy focus on negotiation, pacifying, balancing, and stakeholders. Avoidance as the name suggests is the strategy to avoid conformity with stakeholder's demands. Oliver (1991) views defiance as an active form of resistance to institutional processes. Finally, the purposeful and opportunistic attempt to co-opt, influence, or control institutional pressures is the Manipulation strategy.

These five strategies could be implemented through different approaches. According to Carrol (1979), the approaches may range from Passive to active engagement. Focal organizations could also choose to *be reactive, defensive, accommodative or proactive* (RDAP) in their engagement with project stakeholders. (Clarkson,1995).

From responses one can observe, that the strategy adopted in dealing with stakeholders largely is *acquiesce and compromise*. But the interview questions also revealed that there were instances of *defiance and active resistance* in the instances of unwarranted demands.

The Interview and close ended questions also revealed a mix of reactive, accommodative and proactive approaches were followed to implement the strategies chosen. The reactive responses were largely in the first part of the implementation period, where there was only one person who is mainly assigned to stakeholder engagement and also due to the upheaval and unpredictability of political situation in Ethiopia.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of findings and conclusions of the study based on the findings. It also offers recommendations for the future betterment of stakeholder management practice in the context of dialogue projects. In order to address the research questions and objectives, and reach on conclusions and recommendations respectively, this study applied a descriptive research design to describe the characteristics and specific detail of stakeholder management practice of the DE project, the influence strategies employed by stakeholders and the response strategies enacted by the project. The also study uses a qualitative research approach to understand individuals' responses by collecting data using a structured pre-determined open-ended and close-ended interview questions presented in a similar phrasing to all interviewees and secondary source document review.

5.1 Summary of findings

The following section presents a summary of the major findings of the stakeholder management practice in the Destiny Ethiopia project.

5.1.1 Demographic Information of the respondents

The profile of respondents shows the gender distribution is fairly balanced. The minimum educational level of interviewees is master's degree and two are PhD candidates. All have with a work experience of above 11 years and project experience of over 5 years. The interviewees number and position composition are 3 Managers, 1 Expert, 2 Specialists and 1 Administration and finance head. The ages of interviewees is between 38 to 55. It can be seen that the interviewees have extensive experience and higher educational level.

5.1.2 Stakeholders Identification and Classification

The project team utilizes a *combination of methods* to identify stakeholders. The methods used include *brainstorming, expert's opinion, stakeholders' forum, snowballing (through peers) and benchmarking other countries' experiences* adapted to the local context. Stakeholders are classified into *internal and external* stakeholders. Those that are managing the project, the host organization, the core team of initiators, the donors and the scenario team members are called the internal stakeholders. The immediate constituency of the scenario team, leadership and members of key institutions, and the public at large are classified as external stakeholders.

The methods used to identify and classify stakeholders were found to be consistent with Stakeholders identification tools & techniques, out lined in literatures such as project management institutes publications. The application of such tools and techniques leads to better stakeholder identification.

The basis of stakeholder identification in the destiny Ethiopia project was explained to be *The objectives and the goals to be achieved*, which among others, is creating a mutual understanding between actors within the spectrum of Ethiopian political, economic and social spheres; *the Organization's policy*, which is used in selecting stakeholders like service suppliers; *The need for legitimacy through inclusion and participation* which is achieved by involving all diversities such as age, gender, ethnicities, religion, region, disabilities; *Sectors and Functions*, and *The interests and influence of different stakeholders on the project* such as government, civil society, and the general public, *legal or resource relationship*, entities such as donors, and regulatory bodies. *One or a combination* of these factors was used as the basis for stakeholder identification.

Different authors suggested different basis of classifications such as influence and interest functional positions, existing contracts, legal relationship, and resource relationships. A combination of these factors were used as a basis of identification in the

Destiny Ethiopia project the basis used to classify stakeholders is consistent to what are seen in literatures, therefore can be concluded as it was rightly done.

5.1.3 Stage of Stakeholder identification

The stakeholder identification process is considered in the DE project as an *ongoing process* which starts during the inception stage and continues *throughout the project life cycle*, i.e. at the inception, design, implementation, closure, and M and E. The process is also considered *dynamic*, where some stakeholders leave, and new ones join. Interest and influence levels could also change over the life cycle. And this practice is also consistent with what is recommended as best practice of stakeholder identification, which is to perform it regularly and at least at the start of every phase. Therefore the identification process is done correctly.

5.1.4 Factors which determine stakeholders' status as key

Main factors which determine stakeholders as key in destiny Ethiopia project include *insightfulness*, *influence* over constituency; legal, economic, political and security-related *power* over the project; the level of *impact* the project has over the stakeholders, *Unique access to information* such as key service and products supplier which have proprietary protection, and *representation of minorities* and marginalized segments of the society. Attributes such as power, legitimacy, urgency, impact, interest makes stakeholders to be key or commanding higher level of salience. These attributes were present and were used when key stakeholders are identified in the destiny Ethiopia process. Therefore key stakeholders determination was done rightly.

5.2 Stakeholder Analysis

Stakeholder analysis is a process that is *considered very relevant* and performed by all respondents in the DE project. It is understood as a process that is conducted from *inception to closure*, as stakeholder management is a dynamic process. The initial

analysis done during inception will be complemented by the implementation stage analysis to check the status of each stakeholder and check if there is a change which may warrant a change in engagement; during the wrap-up stage, the analysis focus on checking which ones are still supporting the project, and which once have changed to the positive or negative side of things. It is therefore understood *as a dynamic and continuous process to analyze past* and current interests and the *capacity* of stakeholders to contribute or *influence* the fulfillment of the project objectives. And this analysis help in *prioritizing and deciding the type and level of engagement* with stakeholders. In addition to project leaders, when certain information and skill is required, external assistance is used to help in the analysis and an example of this is media monitoring of certain actors.

The *tools used to analyze stakeholders* are the stakeholder *Analysis Matrix and color-coding*. Using these tools, people or institutions that are affected by the project are listed, mapped on the interest and power grid and classified based on their power and their interest in the project. After the classification of stakeholders, different engagement strategies will be adopted. Some stakeholders with high power and high interest in the project will be *managed closely*, some stakeholders with high power but low interest in the project will be *kept satisfied* without burdening them with details beyond their interest, and some with high interest and low power will be *kept informed*, and those stakeholders with low interest and low power will be just *monitored* with minimum effort. Since the stakeholders dealt with in the project are mostly political personalities, the detailed analysis information tends to be sensitive. And as a result, color coding is developed. The color coding involves three colors green, yellow and red. The *green* represents those that must be managed closely. The *yellow* represents those stakeholders that must be kept informed, and the *red* represents those that are kept satisfied and which are believed to be challenging to get their buy-in for the project.

The stakeholder Analysis practice of Destiny Ethiopia project uses tools which are mentioned and are widely utilized in literatures such as the *power versus interest matrix*

mapping and prioritization. This was a good practice. But Adding other models which *capture the dynamism* in stakeholder position and those which add other dimensions such as *legitimacy, and urgency* can improve the targeting and strategizing better.

5.3 Stakeholder Engagement and Communication

5.3.1 How stakeholder engagement is understood in Destiny Ethiopia project.

Stakeholder engagement is understood in DE as *regular two-way communication* between the project and stakeholders using various ways *to keep them engaged throughout* the project life cycle, mainly because of the dynamic nature of the political process in Ethiopia. The engagement may take various forms, from *face to face* to *electronic* or *written reports*. The engagement is mainly *aimed at creating a shared vision of the project*. Moreover, this can be achieved *by including their concerns and interests* in the project from the outset till the end.

Engagement of stakeholders is understood as a process that is performed throughout the project life cycle.

The best stakeholder engagement process should start by having a clear, actionable plan to interact with stakeholders that should be updated iteratively and regularly. These plans could be reactive, defensive, accommodative or proactive in their approaches. These understandings suggest the stakeholder engagement has taken a *proactive* approach. But the practice shows a mixed approach.

5.3.2 How Stakeholders Communication and engagement is conducted in practice in DE

In practice the destiny Ethiopia communication and engagement can be seen as to be conducted *in three parts*. The DE project's implementation phase is divided in to two, one is the scenario building phase and the second is the scenario dissemination phase.

Following these phases the *first part* of the communication and engagement took place *from the inception of the project to the scenario building phase* which took place in the form of *face to face meetings, telephones, electronic and social media plat forms which is relatively small scale*.

And the *second part* of engagement which start from the dissemination of the scenarios phase was *Conducted through the implementation of Dissemination or communication plan via different modalities of engagements targeted for different stakeholders which was large scale engagement*.

The *third part* is a *Need based communication for urgent stakeholders demand, which are called opportunistic dissemination or communication*, which is to piggyback on other events to engage our stakeholders."

The engagement and communication modality of the project can therefore be concluded as a mixture of *proactive* and *reactive* approaches.

5.3.3 The implementation of the communication and dissemination plan

The second part of the Engagement and communications which is entirely devoted to the dissemination or communication of the scenario planning outputs has a comprehensive communication strategy and implementation plan. The document outlines in detail the *project objectives, the communication objectives, target audiences, key messages, communication channels, communication tactics, frequency, budget, timeline, responsible person or group and outcome measurements*.

In formed by the stakeholder analysis the audience groups are conveniently classified as *first order audience who are managed closely*, that include *scenario team members, core team members and other partners and donors.*; *second order audience which are kept informed* are the constituencies of the Scenario Team members, *and third-order audience which are kept satisfied* are the key institutions such as Executive branch of government, Legislative branch of government, The judiciary, Trade Unions, Associations, Religious leaders, and the like.

In addition a fair mix of communication channels and tactics have been outlined. These include *Periodic meetings. Private briefings* targeting key individuals and institutions numbering *one up to ten. Private Workshops: for people up to 100 and Public meetings for people 500 and above. Mass media:* such as newspapers, radios and TV stations. *Digital Media:* This includes a website, social media WhatsApp, telegram, Twitter, Facebook, SMS, and group mail. *Production of communication materials,* including *videos, billboards, and brochures* in several local languages. Moreover last but not least *Opportunistic dissemination:* which involves piggybacking on other platforms to disseminate information to different target groups when the opportunity arises and *Refresher and coaching sessions:* designed to bring Scenario Team members together at least twice after the final workshop to maintain project momentum and positive relationships built among them. *periodic meetings and privet briefings are the main mode of engagement of the two stakeholder types the first order and the third order.* The *second order are engaged by Privet workshops, public workshops and mass media.*

This communication and engagement plan has a monitoring frame work to monitor the engagement and communication process. Destiny Ethiopia Project has a well thought and actionable communication strategy and plans with a monitoring and evaluation framework just as stated in literatures which is iteratively adjusted.

The monitor stakeholder engagement process- deals with continuous monitoring of project stakeholders' engagement and modifying engagement strategies and plans accordingly, and this is part of the communications strategy of DE project.

The implementation of the engagement and communication plan was going according to plan until the covid-19 pandemic prevented mass gatherings. The engagement has then largely shifted to use of Mass media both mainstream and digital. This agility and adjustment of engagement modality reinforce the conclusion that the engagement plan was good.

5.4 Stakeholder Management Challenges

5.4.1 Challenges of stakeholder management

The following were the main challenges faced concerning stakeholders management:

- Loss of key stakeholder interest to engage and Maintaining their interest throughout the project lifecycle
- Meeting the diverse, sometimes conflicting interest and demands of stakeholders
- Meeting unrealistic demands and effectively managing expectations,
- Getting timely and high-quality responses from big stakeholders,
- Predictability of stakeholders
- Managing perceptions
- Selecting a common communication channel is a challenge
- Building trust in a project by stakeholders
- Creating empathy among stakeholders
- Lack of good communication
- Managing stakeholders' cultural differences (communications, negotiations and Decision making, context).

A closer analysis of the above list leads us to the following conclusions. The challenges relating to *meeting diverse interests, Predictability of stakeholders, maintaining interest, building trust*, could all be due to the stakeholder being *Unclear* that is stakeholders not being open and honest about their expectations and interests and do not articulate it enough. This is very true in politics where vagueness is considered as an art and a virtue. The other challenges mentioned above such as *meeting unrealistic demands and managing expectations, managing perceptions*, could be due to the stakeholders being *Unreasonable Stakeholders*- those who do not embrace what some refer to as reason and common sense. *Lack of responses* and *getting a timely and high quality responses from big stakeholders* may relate to *Unidentified Stakeholders* who are influential individuals within these institutions making decisions. And the rest could be categorized as *other challenges Selecting a common communication channel, Managing stakeholders' cultural differences*.

5.5 *Influence strategies used by stakeholders for shaping salience*

The following were the main influence strategies used by stakeholders in the DE project.

- Trying to involve more like-minded stakeholders in the project to push their interest.
- Creating beurocracy and withholding of resources.
- Using a very tight M&E
- Legal and political power
- Continuous and very close engagement.
- Putting unrelated demands and creating obstacles to the project
- Mobilizing other stakeholders
- Directly putting conditions on usage of resources,
- Lobbying,
- letter-writing campaign,

- Organizing other stakeholders,
- A combination of any of the above.

The above list of influence strategies leads to the following conclusions. As one clearly see in the above responses influence shaping mechanisms related to resource relationships between stakeholders and the project do exist. ***Directly putting conditions on usage of resources were seen to be one of influence strategies*** examples being ***Creating bureaucracy , Using a very tight M&E, Legal and political power ,Continuous and very close engagement, Putting unrelated demands and creating obstacles*** Other important influence strategies other than the resource relationship between stakeholders and the project were ***lobbying, letter-writing campaign, and organizing other stakeholders***. A ***combination*** of these methods were used by stakeholders to shape their salience or prominence. At the same time ***Direct and indirect withholding of resources, boycotting and litigation*** were not used as salience shaping strategies.

5.6 Responses to strategies and approaches enacted to the demands of stakeholders

The Response strategy adopted in dealing with stakeholders largely ***acquiesces*** and ***compromises*** to rightful stakeholders' demands. However, there were instances of ***defiance and active resistance*** to unwarranted Demands. The approach taken by the DE project in implementing these response strategies were a mixture of largely ***reactive*** and ***proactive*** approaches.

5.7 Unit for managing stakeholder relationships and communication

In the first part of the implementation phase, there was a person assigned specifically for dealing with stakeholders. That person mainly takes the lead in designing all the communications and engagements with stakeholders. Different project management team members take the responsibility of engaging with different stakeholders as assigned

by the project team, the core team, or the scenario team. In the second part of the project's implementation phase, every member focuses on disseminating the scenarios, so all members are involved in this activity. There was no unit assigned for this purpose only. That approach may have made some of the engagement with stakeholders reactive than proactive.

5.8 Conclusion

This conclusion section address the three research questions namely: how is the process of stakeholder management undertaken in the Destiny Ethiopia project?, how do stakeholders use their influence strategies to shape their salience in the Destiny Ethiopia project? And how do Destiny Ethiopia projects enact responses to the demands presented by stakeholders?

5.8.1 Conclusions on the process of stakeholder management of the Destiny Ethiopia project.

- The methods used to *identify stakeholders were brainstorming, expert's opinion, and stakeholder's forum, snowballing (through peers) and benchmarking other countries' experiences*. The methods used to identify and classify stakeholders were found to be consistent with Stakeholders identification tools & techniques, out lined in literatures such as project management institutes publications. The application of such tools and techniques leads to better stakeholder identification.
- The basis used for classification which were *One or a combination of Mission and Vision , interest and influence ,the Organization's policy, the need for legitimacy through inclusion and participation, Sectors and Functions based ,legal or resource relationship*.

Different authors suggested different basis of classifications such as influence and interest functional positions, existing contracts, legal relationship, and resource relationships. A combination of these factors were used as a basis of identification in the Destiny Ethiopia project the basis used to classify stakeholders is consistent to what are seen in literatures, therefore can be concluded as it was rightly done.

- The stakeholder identification is considered as an *ongoing process* which continues *throughout the project life cycle*, it is also considered *dynamic*, most literatures recommend the practice of stakeholder identification to be a task that should be performed regularly and at least at the start of every phase. And the practice in DE was also consistent with what is recommended as best practice of stakeholder identification, Therefore the identification process is done correctly.
- Factors which determine stakeholders as key in DE were *insightfulness, influence, power, Unique access to information, representation of minorities*. Attributes such as power, legitimacy, urgency, impact, interest makes stakeholders to be key or commanding higher level of salience. These attributes were present and were used when key stakeholders are identified in the destiny Ethiopia process. It can therefore be concluded that key stakeholders determination was done rightly.
- Stakeholder analysis was a process that was performed by all respondents in the DE project from *inception to closure*, and was therefore understood *as a dynamic and continuous process* which help in *prioritizing and deciding the type and level of engagement*. The *tools used to analyze stakeholders* are the stakeholder *Analysis Matrix and color-coding*. The stakeholder Analysis practice of Destiny Ethiopia project uses tools which are mentioned and are widely utilized in literatures such as the power versus interest matrix mapping and prioritization. This was a good practice. But Adding other models which capture the dynamism

in stakeholder position and those which add other dimensions such as legitimacy, and urgency can improve the targeting and strategizing better.

- Stakeholder engagement is understood in DE as *regular two-way communication to keep them engaged throughout* the project take various forms, from *face to face* to *electronic* or *written reports*. These understandings suggest the stakeholder engagement has taken a *proactive* approach. But the practice shows a mixed approach.
- The communication and engagement of the DE project had three parts the *first part* of the communication and engagement *which was relatively small scale was reactive* and the *second part* of engagement which start from the dissemination of the scenarios phase which *was large scale engagement* were planned and *proactive* engagements. The *Need based communication for urgent stakeholders demand, which are called opportunistic dissemination or communication*, was also a *reactive* one.
- *The engagement practice can therefore be concluded as a mix of proactive and reactive. Proactive engagement is usually advised but sometimes reactive responses could also be good, for example, the action taken by COVID 19 challenge which was faced exemplify the good results of mixed approach.* The fact that there is a monitoring framework to evaluate engagement and communication was also a practice consistent with best practices.
- The challenges relating to stakeholder management *meeting diverse interests, Predictability of stakeholders, maintaining interest, building trust*, could all be due to the stakeholder being *Unclear* .Other challenges such as *meeting unrealistic demands and managing expectations, managing perceptions*, could be due to the stakeholders being *Unreasonable Stakeholders*. *Luck of responses* and *getting a timely and high quality responses from big stakeholders* may relate

to *Unidentified Stakeholders* .Other challenges on *Selecting a common communication channel, Managing stakeholders' cultural differences* also exist. Therefore it can be concluded that Unclear, unreasonable, and unidentified stakeholders were the sources of the various challenges.

5.8.2 Conclusions on Saliency shaping or influence strategies of stakeholders in DE project.

- It can be concluded that *Directly putting conditions on usage of resources, lobbying, letter-writing campaign, and organizing other stakeholders*, were also influence strategies employed in DE project. A *combination* of these methods were used to shape their saliency or prominence by stakeholders.

5.8.3 Conclusions on response strategies adapted by DE project

The *response strategy adopted* in dealing with stakeholders were largely *acquiescence* and *compromises* to stakeholders' demands. However, there were instances of *defiance and active resistance* to unwarranted Demands. The approach taken by the DE project in implementing these response strategies were a mix *reactive, proactive* approaches. Reactive approaches could be *lack of dynamic analysis tools, lack of separate unit for stakeholders management* specially in the earlier stages of the project, or reacting to unavoidably unexpected situations which are usual in political processes.

5.9 Recommendation

The study's general objective was to assess the Project Stakeholder Management Practices of the Destiny Ethiopia project and identify and describe the different saliency shaping strategies of stakeholders and the project's response strategies and contribute in

increasing understandings for future similar projects. The Specific objectives were to assess the practice of stakeholder management as it is used in the Destiny Ethiopia process, Assess the challenges of stakeholder management in the Destiny Ethiopia project, Identify the strategies used by stakeholders to influence the Destiny Ethiopia project and to identify the response strategies adopted by the project.

The followings are recommendations for better stakeholder management in similar projects such as DE Project.

- The tools and methods used for stakeholder identification and basis of identification for smaller projects like DE may have worked as planned, but if bigger stakeholder projects such as national dialogue are to be conducted a development of a ***more robust, large scale inclusion formula that ascertains Horizontal and Vertical representation***, is needed. Inclusion covering the cross-section of stakeholder groups which represent the entire nation and have wide diversity within them and including the depth of representation from the community level, to midlevel, to the countries' elites, should be considered. This process calls for a longer time and larger resources, especially at the start of the dialogue process. A ***stakeholder management office*** or unit is recommended for larger projects.
- With the current stakeholder analysis approach and tools used by the DE project, a ***power-interest grid*** could further be complemented with other tools and approaches. One such tool is the one which assess stakeholders in a two dimensions—***the level of importance*** to project success and ***the current status of support*** for change; this approach adds another dimension that can capture the dynamism within the positions of stakeholders. Another analysis tool that will add value is ***the salience model*** which can help further prioritize stakeholder analysis. This tool adds two other dimensions, ***legitimacy and urgency***, in addition to power.

- Using the above recommendations a more *proactive* Communication and engagement approach is recommended to preempt and response to unwarranted influences of stakeholder.

5.10 Areas of Further Research

This study attempted to add to academic knowledge about project stakeholder management practices, salience shaping mechanisms, and focal project response strategies in the case of political dialogue projects, such as the destiny Ethiopia project. This project's size is relatively small compared to more extensive national-level dialogue processes. Therefore, further study is warranted to understand stakeholder management processes, salience shaping strategies, and focal project response mechanisms on larger projects such as National Dialogues. The practices of other knowledge areas other than stakeholder management should also be studied further owing to the unpredictability with regards to cost, time and scope, high context dependency, and risk involved in political dialogue processes.

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APPENDIX
ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE

QUESTIONNAIRE TO BE FILLED BY LOCAL STAFF OF EUD

This survey aims to collect feedback from you on the topic of “**Assessment of Stakeholder Management practice in Multi-stakeholder Dialogue Projects: The Case of Destiny Ethiopia Project**” for the partial fulfillments of MA in Project Management. This information is purely for my research and academic purpose only. I assure you that the information obtained from your end will be kept confidential. I express my sincere thanks for sharing your valuable time and extending your cooperation in this regard.

Instructions

- Please provide answer for each choice option or by encircling the option provided for each question below.
- Please provide your opinion on the space provided for the open-ended questions included.

SECTION 1: General profile of the respondent

Instructions

- Please put a tick mark in the bracket provided for each choice option or by encircling the option provided for each question below.
- Write your opinion on the space provided for the open-ended questions included.

SECTION 1: General profile of the respondent

- 1 Gender: Male Female
- 2 Age

20 – 30 40 - 50
30 – 40 above 50 yrs.

3 Level of Education

Diploma Degree Masters

Others, please specify _____

4 Years of work experience

3-5 yrs. 6-10 11-15yrs above15yrs.

5. For how many years have you worked on the project.

Below 1 year 2 yrs.

2-3yrs above 3 yrs.

6. Your position in the project

Manager Supervisor Expert Specialist

Administrator Others, please specify _____

7. Do you have project related training/ certificate/specialization or other?

If yes, please specify _____

SECTION 2: Stakeholder Identification, Classification and Relevance

8. How do you identify your Stakeholders?

9. What is/are the bases for your stakeholder identification?

10. What are the tools and techniques for stakeholder management in DE projects?

11. At which stage of your project life do you identify stakeholders?
12. What determines your stakeholders' status as key?
13. Do you think Project Stakeholder Management (PSM) can make a difference in the performance of a project? How so?

SECTION 3: Stakeholder Analysis

14. How is stakeholder analysis understood in DE?

15. Is stakeholder analysis an activity you undertake as part of your project management processes? How do you perform stakeholders analysis?

16. Do you find stakeholder analysis necessary in project management? If yes, which stage of project implementation is ideal for stakeholder analysis to be undertaken?

17. If no, can you explain why?

SECTION 4: Stakeholder Engagement and Communication

18. How is the term stakeholder engagement understood in the context of stakeholder management in Destiny Ethiopia project?

19. Is there any stakeholder engagement practice in your organization? If Yes, At which stage of your Project life cycle do you carry out Stakeholder engagement?

20. Is communication plan part of your Stakeholder management process? If yes, how do you ensure it?

21. If no, why? Please state the reason

22. Mention any other stakeholder management tool not included in this questionnaire

SECTION 5: Stakeholder Management, Its Practice and Challenges

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

If yes what specific functions does it perform? Name them

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

If no, are you considering having one?

25. What are the challenges faced by the project related to stakeholders?

26. From your experience, what would you recommend to better enhance stakeholder management for a successful project management? Please indicate.

27. What are the influence strategies used by stakeholders to shape their salience?

28. Can you enlist the various responses enacted by DE project to the demands presented by stakeholders?

Please choose one or more answers out of the given choices.

SECTION 6: Stakeholder Identification, Classification and Relevance

29. Which method fits your stakeholder identification process?
A. Project team brainstorming B. Stakeholder forums
C. snowballing (through peers) D. Combination of all E. Other.....

30. Which of the following do you think makes the basis of stakeholder identification?
A. Influence B. Mission and vision based

- C. Interest based
- D. Geographic reasons
- E. Combination of all

31. What are the tools and techniques for stakeholder management in joint projects?

- A) Project plan
- B) Communication plan
- C) Contracts
- D) Requirements Documentation
- E) Stakeholder Register
- F) Combination of all

32. What determines your stakeholders' status as key?

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

SECTION 7: Stakeholder Analysis

33. How is stakeholder analysis understood in your organization?

.....

34. Is stakeholder analysis an activity you undertake as part of your project management processes?

- A. Yes
- B. No

32. Do you find stakeholder analysis necessary in project management? A. Yes B. No

35. If yes, which stage of project implementation is ideal for stakeholder analysis to be undertaken?

- A. Initiation stage
- B. Implementation stage

C. Completion stake

D. on-going activity

SECTION 8: Stakeholder Engagement and Communication

39. How is the term stakeholder engagement understood in the context of stakeholder management in your organization?
- A. process of working with stakeholders
 - B. A two-way dialogue process between project management and stakeholders
 - C. An event to let Stakeholders know what is/should be expected from and by them.
 - D. Other (specify)

40. At which stage of your Project life cycle do you carry out Stakeholder engagement?
- A. Prefeasibility stage
 - B. Initiation stage
 - C. Implementation stage
 - D. Completion stage
 - E. Throughout the project life

41. How do you ensure communication plan of your Stakeholder management process?
- A. Meetings
 - B. Reporting
 - C. Both
 - D. Other (specify).....

42. What are the strategies used by stakeholders to shape their salience?

Se. No.	Strategies	Yes=1,No=2
A.	Direct withholding of resources	
B.	Directly putting conditions on usage of resources,	
C.	Indirectly withholding resources	
D.	Indirectly putting conditions on usage of resources	
E.	Lobbying,	
F.	Boycotting	
G.	letter writing campaign,	
H.	Litigation,	
I.	Organizing other stakeholders,	
J.	A combination of the above.	

43. Which response/responses were enacted by DE project to the demands presented by stakeholders?

- A. Acquiesce, B. Compromise, C. Avoidance, D. Defiance,
E. Manipulation

44. Which in your opinion describe your responses?

- A. Reactive, B. Defensive, C. Accommodative D. Proactive,

SECTION 9: Stakeholder Management, Its Practice and Challenges

III. What challenges are there in managing Stakeholders in DE project?

Please indicate your level of agreement or disagreement with each of these statements using the given scale by placing [x] in the provided space. Please answer all the questions to enhance the objectivity of the research.

NO	Type of Challenge	No. of respondents	Yes	No	Percentage
45	Effectively managing expectation is a challenge				
46	Selecting meeting channels (Face to Face meeting, and mail) is a challenge in stakeholders management to build good relation.				
47	Building trust on a project by stakeholders is a challenge				
48	Creating empathy among stakeholders is a challenge in stakeholders' management				

49	Lack of good communication is a challenge in stakeholders' management.				
50	Project stakeholders have conflicting interests				
51	Managing stakeholders' cultural difference (Communications, Negotiations and Decision making) can affect stakeholders' management.				
52	Communication is perhaps the most visible manifestation of culture. Project managers encounter cultural differences in communication in language, context, and openness				