

ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
DEPARTMENT OF PROJECT MANAGEMENT



**Assessment of Stakeholder Management Practices and
Perceived project Success in Addis Ababa City Road Authority
Projects**

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Addis Ababa, Ethiopia

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
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**Assessment of Stakeholder Management Practices and
Perceived project Success in
Addis Ababa City Road Authority**

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The undersigned have examined the research paper entitled ‘Assessment of Stakeholder Management Practices and Perceived project Success in Addis Ababa City Road Authority Projects presented by Jibrel Mengistu, a candidate for the degree of Master of Arts in Project Management and hereby acknowledge that it is worthy of acceptance.

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DECLARATION

I, Jibrel Mengistu, declare that this research paper titled "Assessment of Stakeholder Management Practices and Perceived project Success in Addis Ababa City Road Authority" is my original work. I have produced this work independently, with the guidance and supervision of my research advisor. Any material borrowed from other sources has been properly acknowledged and referenced according to the guidelines for academic integrity.

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CERTIFICATION

This is to certify that Jibrel Mengistu has carried out this project work entitled "Assessment of Stakeholder Management Practices and Perceived project Success in Addis Ababa City Road Authority Projects" under my supervision This work is original in nature and it is sufficient for submission as the partial fulfillment for the award of a Master of Arts degree in Project Management at Addis Ababa University School of Commerce.

Adviser: Dr. Wubshet Bekalu

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Date: _____

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LIST OF ACRONYMS

- AACRA: Addis Ababa City Road Authority
- PMI: Project Management Institute
- PPPs: Public-Private Partnerships
- VR: Virtual Reality
- AR: Augmented Reality
- SPSS: Statistical Package for the Social Sciences
- IAP2: International Association for Public Participation
- ROI: Return On Investment

ABSTRACT

This research seeks to study the stakeholder management practices and perceived project success in Addis Ababa City Road Authority (AACRA) about road construction projects. It is essential to realize that the stakeholders contribute to the success of infrastructure development, so Quantitative research approach is applied in assessing AACRA's effectiveness in identifying, communicating with, engaging, and empowering them. Data from a survey of 87 employees of AACRA are analyzed with the use of descriptive statistics, while qualitative insights are primarily drawn from document reviews and relevant literature. From the results, it emerged that AACRA has established basic stakeholder management practices and is evidently vital in stakeholder register maintenance and in creating a collaborative environment. Weakness area is shown as fair improvement needed, more so in the comprehensive identification of all relevant stakeholders, clear and consistent communication, and in ensuring that stakeholders get enough chances to take part in project scope definition and follow up on progress. It further shows that there is a need for AACRA to enhance stakeholder empowerment by providing them with more opportunities to participate in the decision-making processes effectively and be able to identify and negotiate their goals. These findings would then go on to give some very practical recommendations for how AACRA could increase its stakeholder management practices. These recommendations focus on enhancing stakeholder identification processes, improving communication strategies, strengthening stakeholder engagement, empowering stakeholders through capacity-building and resource provision, implementing proactive risk management, and promoting a culture of continuous improvement. By addressing these areas, AACRA can strengthen its stakeholder relationships, mitigate project risks, and ultimately increase the likelihood of successful and sustainable road construction projects that benefit the community and contribute to Addis Ababa's development.

Keywords: Stakeholder management, road construction, infrastructure development, AACRA, perceived project success, stakeholder identification, communication, engagement, empowerment.

CHAPTER ONE: INTRODUCTION

1.1. Background of the study

Infrastructure projects that benefit the public such, as building roads are crucial for boosting the economy advancing society and enhancing the quality of life in developing nations (World Bank, 2023). However, the success of these endeavors relies on a variety of factors with management of stakeholders being a component. Stakeholders include individuals or groups who have an interest in the project ranging from government entities and funding sources, to communities, businesses and environmental organizations (Freeman, 2010). Each stakeholder group has needs and expectations that can greatly impact the projects outcome based on their perceptions and actions.

In the realm of infrastructure projects, in developing nations there exists a web of stakeholders with interests and levels of influence. Unlike initiatives these large-scale projects attract stakeholders with priorities – some focusing on economic gains like job opportunities while others emphasize environmental or societal impacts. The power dynamics among stakeholders can be intricate with certain parties wielding decision-making power, then others. Given this intricacy it is essential to implement a tailored stakeholder management approach that addresses the needs and concerns of each group (Ahsan & Gunawan 2010).

Neglecting to manage stakeholders can pose challenges that can impede the success of a project. Research has shown a link, between stakeholder involvement and subpar project performance (Waris et al., 2022). Poor communication in construction projects generates uncertainty and distrust within the team, leading to delays, increased costs, and potential project termination. Plus, without support from stakeholders, there can be resistance and opposition that make it hard to move the project forward and put its future in jeopardy. (Hadina, 2023) On the robust stakeholder engagement encourages teamwork, openness and a shared sense of accountability all contributing to the triumph of a project (Yang et al., 2009).

Using previous research is a very effective strategy for managing complex projects involving several stakeholders. Yang et al. (2009) revealed some critical success factors such as managing stakeholders in the view of social responsibility, actively probing their needs and limitations and promoting regular and open communication. Such critical success serves as an assessment tool for organizations like the AACRA that allows organizations to evaluate their current stakeholder management practices and allows to know weaknesses that need improvement.

Research by Oppong (2019) in Ghana revealed challenges that impair stakeholder involvement: Communication channels are not effective, Stakeholders view engagement as a hindrance and ten

relationships prevent the sharing of crucial information. Recognizing these barriers enables organizations like AACRA to proactively plan strategies to reduce their impact.

Although current research lays a solid groundwork for comprehending stakeholder management in complex projects, there is a noticeable lack of information on its implementation in the context of road construction projects in Addis Ababa. Limited research specifically investigates the current practices utilized by AACRA and the particular difficulties they encounter when involving stakeholders.

1.2. Statement of the Problem

It is common to find a remarkable correspondence between development stakeholders interests and unhealthy project contexts especially those relating public infrastructure establishment within growing countries. (Ahsan & Gunawan, 2010) However, despite there well-acclaimed relevance understanding of how stakeholder involvement in the process of road construction projects is carried out systematically, remains inadequate. Previous studies, such as those by Amare et al. (2017), highlight those delays in Addis Ababa's construction projects, particularly those managed by AACRA, are a significant challenge. These delays often stem from inefficiencies within stakeholder groups, including contractors, AACRA officials, and consultants, and are exacerbated by a lack of effective collaboration and communication.

According to Yang et al. (2009), success in managing stakeholders requires an understanding of the dynamic relationships that exist among them and may have a substantial influence on project outcomes. The research on management of stakeholders highlights the necessity for comprehensive structures, including but not limited to: identification, interaction and assessment. Still, there is not much tangible proof about how these frameworks have been used in developing countries' infrastructure projects, including Ethiopia.

This research focuses on the Addis Ababa City Road Authority (AACRA), a key organization responsible for road construction projects in the rapidly growing city of Addis Ababa, Ethiopia. While AACRA acknowledges the importance of stakeholder management, there is limited empirical research specifically examining the effectiveness of their practices. The study seeks to address this gap by investigating potential weaknesses in AACRA's stakeholder management practices, drawing upon evidence from research on road projects in developing countries.

One potential weakness lies in stakeholder identification. Although AACRA maintains stakeholder registers, research suggests that road projects in developing countries often fail to comprehensively identify all relevant stakeholders, particularly marginalized or less powerful groups who may be indirectly affected (Reed et al., 2009). This lack of inclusivity can exacerbate existing social inequalities and increase the risk of project delays due to unforeseen opposition (Ahiaga-Dagbui & Smith, 2019). It remains unclear whether AACRA's identification processes sufficiently address this challenge.

Another potential weakness relates to stakeholder communication. Effective communication is crucial for building trust and managing expectations, but research indicates that communication breakdowns are common in road projects in developing countries, often due to inadequate communication channels, language barriers, or a lack of transparency (Chinyio & Akintoye, 2008). There is limited knowledge about whether AACRA's communication strategies effectively address these challenges and ensure clear, consistent, and accessible communication with all stakeholder groups.

Furthermore, the study seeks to investigate the extent to which AACRA's engagement practices promote genuine stakeholder engagement, involving active participation in decision-making processes. Research highlights that genuine stakeholder engagement is essential for fostering project ownership and mitigating conflicts (Yang et al., 2009). However, road projects in developing countries often face challenges in facilitating meaningful stakeholder involvement, particularly in the early stages of planning (Bourne & Walker, 2005).

Additionally, the study aims to assess whether AACRA's practices adequately support stakeholder empowerment and address potential capacity gaps. Empowering stakeholders by providing them with the necessary resources, training, and opportunities to effectively influence project decisions is crucial for sustainable infrastructure development (Reed et al., 2009). However, research indicates that stakeholders in road projects in developing countries often lack the capacity or support to engage meaningfully, leading to feelings of disempowerment and frustration (Olander, 2007).

Finally, the research aims to explore AACRA's processes for identifying and mitigating stakeholder-related risks and whether these processes align with best practices for risk management in infrastructure projects. Proactive risk management is essential for mitigating potential conflicts and ensuring smooth project implementation. However, road projects in developing countries often fail to adequately identify and manage risks associated with stakeholder engagement, leading to unforeseen delays and disputes (PMI, 2021).

This research will aim to provide a better understanding of AACRA's road construction practices related to stakeholder management. Specifically, the study will investigate how effectively AACRA involves the right stakeholders from the start of road construction projects. Without identifying the right stakeholders, it is impossible to make any meaningful progress in as far as proper stakeholder engagement strategies are concerned (Freeman, 2010). The study will analyze AACRA's existing stakeholder engagement methods, focusing on communication practices and regular interaction throughout the project lifecycle. Evaluating these methods will reveal strengths and weaknesses, suggesting areas for improvement (Yang et al., 2009).

Moreover, stakeholder engagement is often challenged by conflicting interests and power dynamics. Aaltonen and Kujala (2010) argue that managing these conflicts requires transparent communication and inclusive decision-making processes. Therefore, this study will also examine the challenges

AACRA faces in managing project stakeholders, including communication breakdowns, lack of stakeholder interest, or resistance to projects (Oppong, 2019). Understanding these challenges is essential for developing targeted solutions and mitigation strategies.

In addition to identifying challenges, the study will assess the effectiveness of AACRA's current stakeholder management efforts by exploring how AACRA measures and evaluates the success of their engagement practices.

Finally, the study will offer actionable recommendations to enhance AACRA's stakeholder management practices. These are going to be recommendations that examine approved standards across the world but are fit for usage within Addis Ababa road constructions. The research purposes to shed light on AACRA stakeholder management practices and to give more insight into what happens with infrastructure project management within developing countries at large.

1.1. Research Questions

This research primarily focuses on studying how project stakeholder management is conducted in AACRA; it also looks at the challenges faced by AACRA's projects as it manages stakeholders. Thus, subsequent questions will be answered to answer the primary question.

1. How does AACRA identify and analyze its stakeholders?
2. What communication strategies does AACRA employ to interact with its stakeholders throughout the project lifecycle?
3. In what ways does AACRA engage and empower stakeholders during the planning and execution of road construction projects?
4. What are the perceived successes and challenges in AACRA's stakeholder management practices related to project outcomes?

1.4 Research Objectives

The primary goal of this research is to evaluate how AACRA handles project stakeholders in its road projects and identify any obstacles they face, as well as suggest ways to enhance their practices. The primary goals are:

1. To assess the practice of AACRA in identifying and analyzing its stakeholders in the road construction projects..
2. To assess the communication strategies employed by AACRA to interact with its stakeholders throughout the project lifecycle.
3. To assess the methods used by AACRA to engage and empower stakeholders during the planning and execution of road construction projects.

4. To assess the challenges and issues faced by AACRA in managing project stakeholders and to propose solutions for improving stakeholder management practices.

1.5 Significance of the Study

This research evaluates the stakeholder management practices presently utilized by the Addis Ababa City Road Authority (AACRA). The results will furnish valuable perspectives for AACRA in assessing the efficacy of its current practices and comprehending the significance of strong stakeholder management. Furthermore, the study will pinpoint the difficulties AACRA encounters in stakeholder management and present suggestions for enhancement. By filling the existing knowledge void concerning stakeholder management within the framework of Addis Ababa's Road construction projects, this research will not only aid AACRA but also enrich the wider field of knowledge on project stakeholder management, offering valuable perspectives for upcoming research and application.

1.6 Scope of the Study

This research is delimited in its scope across conceptual, geographical, and methodological dimensions:

1.6.1 Conceptual Scope

This study focuses specifically on the stakeholder management practices of AACRA within the context of its road construction projects. The research aims to evaluate how effectively AACRA identifies, communicates with, engages, and empowers its stakeholders, exploring the potential link between these practices and perceived project success. The study does not examine other aspects of project management within AACRA, such as risk management, cost control, or quality assurance, nor does it delve into broader organizational factors that might influence stakeholder management practices.

1.6.2 Geographical Scope

The geographical scope of this research is limited to Addis Ababa, Ethiopia. The study focuses specifically on AACRA's road construction projects within the city and draws its data from AACRA employees working at the organization's main office. The findings and recommendations may not be directly generalizable to other regions of Ethiopia or to other countries due to variations in socio-cultural contexts, regulatory frameworks, and infrastructure development practices.

1.6.3 Methodological Scope

This study uses quantitative data analysis focuses on descriptive statistics to summarize and present findings. The study does not employ inferential statistics to test hypotheses or establish causal relationships between variables.

1.7 Limitations of the Study

The study's focus is on AACRA and its specific context within Addis Ababa. Therefore, generalizing the findings directly to other organizations or geographical locations may be limited due to variations in project types, stakeholder landscapes and organizational structures.

Second, this research focuses exclusively on stakeholder management practices as observed and executed by AACRA workers. AACRA personnel are internal stakeholders. Even though their viewpoints provide immense insights this study does not include the experience of other exclusive stakeholders such as community residents, area firms, and environmental advocates. This limitation could lead to a potential bias in the findings, as internal stakeholders may have different perceptions of stakeholder management effectiveness compared to external stakeholders who are directly impacted by road construction projects.

Lastly, the survey could be influenced by the fairness of the respondents. A possible inclination of the survey participants who are AACRA employees would be to give organization's stakeholder management practices more complimentary comments than what may be the case simply because they may want to make AACRA appear in a more attractive light through the responses given. Consequently, the partiality is anticipated to have an impact on the way different practices are considered effective and thus making stakeholder experiences not well accounted for

1.8 Organization of the Paper

This Study is organized into five chapters to present a comprehensive examination of stakeholder management practices and perceived project success within the Addis Ababa City Road Authority (AACRA). Chapter One, Introduction, sets the stage by providing the background of the study, outlining the problem statement, research questions, objectives, significance, scope, and limitations. Chapter Two, Literature Review, delves into existing research and theoretical frameworks relevant to stakeholder management in infrastructure projects, providing a solid foundation for understanding key concepts and approaches. Chapter Three, Research Methodology, details the research design, outlining the methods used to collect and analyze data. It describes the data collection instruments, target population, sampling techniques, and data analysis procedures. Chapter Four, Data Analysis, presents the findings derived from the quantitative data analysis, supported by qualitative insights from document reviews and literature. It delves into the implications of these findings for AACRA's stakeholder management practices, highlighting areas of strength and weakness. Finally, Chapter Five, Summary, Conclusion, and Recommendations, summarizes the key findings of the study, draws concise conclusions, and offers actionable recommendations for enhancing AACRA's stakeholder management practices based on the research findings.

CHAPTER TWO: LITERATURE REVIEW

2.1. Theoretical review

2.1.1. Project definition and its nature

Projects are brief assignments that aim at producing one-of-a-kind products, services, or outcomes and are characterized by a defined goal, timetable, and resource limits (Project Management Institute [PMI], 2021). Entails the application of skills, abilities, tools and techniques for purpose of organizing project tasks so as to satisfy project requirements and achieve desired outcomes (PMI, 2021) In this setup, stakeholder management is vital for ensuring project triumph by actively involving individuals or groups with a stake in or impacted by the project.

Managing stakeholders is very important in project management as projects are not standalone entities that are affected by different relationships with individuals and groups who are interested in the project's success. (Freeman, 1984) Stakeholders can be within or outside the organization, and they can have different degrees of power, interest and influence (Mitchell, Agle & Wood, 1997).

2.1.2. Stakeholder Theory

According to Freeman (1984), stakeholder theory provides a framework for comprehending complex relationships among firms and people connected with them. The theory reflects the idea that corporations are accountable not just to their shareholders but also to wider sets of people on whom their actions have an effect (Mitchell et al., 1997). This idea is very important for project management because it stresses the importance of respecting the needs of various stakeholders at every stage of a project process.

2.2. Definition Of Stakeholders

The concept of stakeholders is now very important in organizational theory and practice especially in project management. But defining stakeholders is challenging because different people and institutions use the term in different ways. This review looks at the different definitions of stakeholders focusing on what makes them unique and how our understanding of their role in organizational decision-making is changing.

2.2.1. Early Definitions and Stakeholder Theory:

Freeman (1984) defined stakeholders as any group or person that could affect or be affected by an organization's goals — not just its shareholders but also staff, clients, suppliers, communities, and government bodies. Thus it illustrates how firms interact with their wider surroundings rather than

operating in isolation from them - it is also important for managers who have to weigh up what is best based on input from people with conflicting interests.

Clarkson (1995) states that there are two main types of stakeholders; internal stakeholders and external stakeholders. Internal stakeholders comprise people closely involved in the running of the organization including employees, managers as well as board members on the other hand external stakeholders comprise those individuals who do not belong to that organization but they are still affected by it through various ways such as being customers, suppliers, creditors or members of the community, government agencies. This classification helps to distinguish between the immediate and indirect effects of organizational choices on various groups.

The year 1997 saw the presentation of stakeholder salience by Mitchell Agle and Wood. This entailed how attention to different stakeholders was ordered by managers. According them stakeholder salience has three crucial components which are; power which refers to “the capacity or means to direct decisions or to influence, legitimate self-interest” as Agle puts it and time urgency. Stakeholders who possess all three attributes are deemed definitive and should receive the highest level of attention, while those lacking one or more attributes may require different engagement strategies.

One technique that sticks out with regard to prioritizing stakeholders is the power-interest matrix (Savage et al., 1991). This tool allows us to group stakeholders according to how influential they are within an organization as well as how much they care about its operations. Consequently, stakeholders with both high powers and interests should be closely collaborated with and integrated while those with less power and interest need infrequent updates.

2.2.2. Evolving Perspectives

More than ever, those who are directly involved in the project are not the only recognized stakeholders. This marks a shift in terms of sustainability and public interest. In the process of creating shared value and achieving sustainability goals, it is critical to engage stakeholders (van Tulder & Keen, 2022). These authors argue that organizations must collaborate with stakeholders in order to address environmental and social problems as well as maintain their financial performance. Similarly, Bryson, Crosby, and Stone (2015) support a "public value governance" strategy, where public officials actively collaborate with stakeholders to shape and develop public value.

2.3. Stakeholder Management

Effective project management requires managing stakeholders, which can be achieved by recognizing, scrutinizing and handling individual person/ group or contributors to the project it may affect. Good stakeholder management is vital for successful projects as it encourages cooperation between partners in a business deal and reduces threats as well as increasing chances of attaining anticipated results according to Project Management Institute (PMI) 2021.

During the project's initial phase, it is essential that every stakeholder is recognized within or without the organization, such as the project team, sponsors, executives, customers, suppliers, government officials and people from the community. To ascertain all pertinent parties, brainstorming sessions where necessary documents are reviewed by experts can be used together with other procedures like document analysis, etc.; (Freeman 1984).

After identifying the stakeholders, we investigate their desires, interests, level of influence, as well as the extent to which they can impact the project. Examples of such techniques involve categorizing them according to their legitimacy, urgency, power and concern (Mitchell, Agle, & Wood, 1997; Savage et al., 1991). This examination assists us develop tailored plans to engage with stakeholders. A comprehensive program is needed to make sure this people are involved in every stage of the project. This program is supposed to contain aims, means, and actions that would be crucial for communication with the stakeholders. It should also cover ways of communication as well as indicators of resource distribution, different degrees of involvement and performance measurement criteria according to the Project Management Institute 2021

In order to keep stakeholders informed, alleviate their fears and promote collaboration stakeholders, communication is very essential. It's the little things we do in communication that matter: understanding the needs of each stakeholder group, respecting their information seeking patterns and using appropriate channels (Bryson, 2018). Engaging stakeholders in project activities is important and can be done by holding meetings or workshops among others. The level of involvement can vary from simply sharing information to actively collaborating in decision-making processes (IAP2, 2007).

It is critically important to monitor and keep stakeholder engagement and progress under continuous watchful eyes to identify any issues in order to manage and adjust the plan if needed (PMI, 2021). For example, satisfaction of stakeholders can be assessed using tools such as surveys and frequent meetings to identify focus areas for improvement.

Projects stakeholder involvement creates ownership and commitment, and generates greater support for project goals (Freeman, 2010). Thinking about different stakeholder views generates more considered decisions, and leads to improved project outcomes. Proactive stakeholder engagement helps to uncover and mitigate potential risks and conflicts before they occur and develop into expensive mistakes (Harrison and Wicks, 2013). Open and clear communication fosters trust and credibility with stakeholders and encourages positive operating environment. Working collaboratively with stakeholders, especially in infrastructure, mining and natural resources sectors, ensures that project has required "social license to operate" which is a pre-requisite to ensure long-term viability of the project. (Boutilier and Thomson, 2010)

It may be challenging to reconcile different stakeholder group needs and expectations with conflicting interests or claims (Mitchell, Agle, & Wood, 1997). Sufficient time, personnel and budgetary resources to support engagement activities may not always be readily available. Power relations and ensuring that all stakeholder views are heard and valued require experience and sensitivity. Stakeholder engagement across project life cycle requires sustained attention and dedication.

Stakeholder management is vital to the success of any project. Proactive and strategic stakeholder engagement can assist project teams to collaborate, minimize risks and achieve project goals. One needs to be flexible and responsive in managing stakeholders as it can yield positive results for all concerned project stakeholders. (Freeman, 2010)

2.4. Stakeholder Classification

Effective stakeholder management relies heavily on stakeholder classification. Project managers who comprehend the differing types of stakeholders as well as what drives them and what they expect, can adjust their approaches to suit these cardinal participants. (Freeman, 1984). The same is true of several categorizations which have become increasingly popular over the years

1. Internal and External Stakeholders: Internal shareholders are actively engaged in the project. These consist of employees, managers and shareholders (Johnson & Scholes, 2002). On the other hand, external stakeholders not involved in the organization have an interest in the project. This consists of customers, suppliers and government agencies (Clarkson, 1995).

2. Primary and Secondary Stakeholders: Primary stakeholders are subjected to direct impacts as a result of the project such as customers or employees (Mitchell et al., 1997) while secondary stakeholders on the other hand do not experience these effects directly though they still have stakes in the project for example government agencies and suppliers (Bourne, 2005).

3. High and Low Impact Stakeholders: Those who have significant influence have great effect on the project, like investors, big customers and office bearers as noted by (Bryson, 2004). Little suppliers together with communities around have less effect on projects as stated by (Eden & Ackermann, 1998).

4. High and Low Interest Stakeholders: The project is of substantial interest to high-interest stakeholders. Freeman (1984) defines this as comprising of major shareholders and key customers. This is however not the case for low-interest stakeholders who consist of minor suppliers as well as local communities according to Clarkson (1995).

By systematically classifying stakeholders based on these dimensions, project managers can tailor communication and engagement strategies to effectively address their expectations and needs (Project Management Institute, 2020).

2.5. Stakeholder Management Process

Project management can be defined as the activity of engaging stakeholders with the aim of identifying, analysing and prioritising their needs and expectations and ensuring their participation and support throughout the project lifecycle (Project Management Institute, 2020). Effective stakeholder management is very crucial for project success as it ensures (Bourne, 2005) increasing trust, conflict resolution or satisfying stakeholders' expectations. The stakeholder management process consists of critical steps. These are: stakeholder identification, stakeholder analysis, prioritisation, engagement and monitoring (Freeman, 1984).

According to Mitchell et al. (1997), stakeholders are interested parties while stakeholder identification is always done with respect to the general public. All these processes culminate into stakeholder analysis where their level of interest, power and impact on the project are taken into consideration. Furthermore Mitchell et al. (1997), explained that stakeholder prioritisation uses highest most people as its key aspects depending on the extent power they can yield over decisions being taken. If these guiding principles are followed, we can handle stakeholders' expectations by appropriate communication and engagement strategies (Bryson, 2004).

2.5.1. Identification of stakeholders

Identifying stakeholders is a process of identifying individuals or groups who have an interest in a project or an organization, which was thought of by Freeman (1984). According to Bourne (2005), this is an important part of stakeholder management because it helps project managers know who their stakeholders are, what they are interested in, and how to reach out to them successfully.

Mitchell et al. (1997) describe stakeholder identification as idea of finding people or groups tied to the project who might be affected by it or care about its result. This involves customers, workers, investors, suppliers, government bodies, and the surrounding areas (Johnson & Scholes, 2002).

There are many methods to identify stakeholders, including:

- Stakeholder analysis: it entails evaluating every stakeholder group's interest and power (Bryson, 2004).
- Stakeholder mapping: it consists of visually defining stakeholders and what they want (Eden & Ackermann, 1998).
- Stakeholder Engagement: This includes working closely with them so as to know what they want and expect from our projects (Project Management Institute, 2020)

Identifying stakeholders is a continuous activity that must be repeated periodically during the project life cycle so that all the stakeholders get recognized and their requirements are met (Freeman, 1984).

Building trust and credibility with stakeholders is made possible when project managers effectively identify who their stakeholders are (Bourne, 2005). In order to realize this goal, it is important for them

first to ask themselves this question: who am I trying to communicate with while trying to execute this project? When conducting these assessments about stakeholder needs and expectations, refer to (Mitchell et al., 1997).

Moreover, Bryson (2004) argues that one way in which effective stakeholder identification can help project managers is through developing effective communication and engagement strategies. It is because stakeholders have interests that often conflict with those of others or individuals working within an organization according to Eden & Ackermann (1998). Finally, successful realization of any project requires ensuring that all participants work towards achieving one goal as indicated by Project Management Institute (2020).

In conclusion, understanding who the stakeholders are, their interests, and how they can be effectively engaged with is essential for project managers. By carrying out different techniques like stakeholder analysis, stakeholder mapping and stakeholder engagement project managers can recognize and rank order stakeholders, create trust and build credibility hence making sure that the project is successful.

2.5.2. Stakeholder analysis

In project management, you can't avoid performing a stakeholder analysis. This is because it involves identifying stakeholders and knowing more about their relationships, interests and how they could affect a project (Freeman et al., 2020). We will look at the main stages of stakeholder analysis using various methods and tools as well as highlighting its importance.

Step 1: Identifying Stakeholders

According to Clarkson (1995), to start with, you have to identify every individual or party that has a concern in or gets affected by the project. Included here are those from within and outside the organization. Specifically, those from inside are composed of project team members, sponsors, executives, and workers in the company. However, outside ones are like: customers, suppliers, investors, government bodies, community residents as well as pressure groups.. Brainstorming sessions, reviewing project documents, and consulting with experienced team members can help in the comprehensive identification of stakeholders.

Step 2: Gathering Information

After determining stakeholders, collect relevant information regarding their interests, expectations, power and potential impact on project (Bourne & Walker, 2005). Interviews and surveys, document analysis, and social network analysis are some of the methods that one can use to achieve this.

Step 3: Stakeholder Mapping and Analysis Tools

There are many tools and techniques that can fill in the Stakeholder Analysis process. Among them are The Power-Interest Grid (Savage et al., 1991), Salience Model (Mitchell et al., 1997) and Influence Diagrams.

Step 4: Assessing Stakeholder Attitudes and Potential Impact

In order to create successful engagement strategies, it's crucial to understand the point of view of those involved (Aaltonen & Kujala, 2010). Both positives and negatives should be taken into account when looking for any potential impact on any particular stakeholder group.

Step 5: Developing Engagement Strategies

Based on Bryson (2018) insights from stakeholder analysis, targeted engagement strategies are advanced. Here, the customization of communication methods, frequency, and content are tailored to meet specific requirements and worries relating to assorted stakeholder categories..

Challenges and Considerations:

Stakeholder analysis is beset by a number of challenges including the capacity of stakeholders to influence decisions and the capacity to predict behavior of stakeholders (Bourne & Walker, 2005). Furthermore, successfully managing various stakeholder expectations and conflicting priorities necessitate effective communication and negotiation. Ethical considerations therefore become central in ensuring that a stakeholder engagement process embodies fairness, transparency and inclusivity.

Benefits of Stakeholder Analysis:

According to Freeman et al., (2020) thorough stakeholder analysis offers a number of advantages such as improved project planning and decision-making accompanied by enhanced stakeholder relationships; consequently, more project legitimacy and acceptance leading to higher rates of project success.

2.5.3. Planning stakeholder management

Creating a comprehensive strategy for stakeholder management involves planning to detail all objectives, approaches, as well as the necessary actions for involving stakeholders in timelines or planning phases. Good relations with stakeholders would increase chances of success for any project when actively managed through a programmatic measure leading to positive results as indicated by Project Management Institute (PMI) in 2021.

2.5.4. Manage stakeholder management

To manage the stakeholder commitment, one is supposed to carry out what has been summarized in stand planning, implicate specified policies at the same time change according to the need. This involves a constant communication flow, enabling stakeholder's input in the project activities as well as solving problems or disagreements if any arises (PMI, 2021).

2.5.5. Monitoring and Controlling Stakeholder Engagement

It is very important that you monitor and control how stakeholders get involved in order to assess the stakeholder-management plan effectively so as if needed, it could be modified. It means watching how

involved people feel, ranking engagement levels and checking what needs improvement (Olander& Landin, 2005).

2.6 Project Stakeholder Communication

Effective or successful stakeholder management, one must understand that effective communication is key. This will instill faith, openness and teamwork thus stakeholders receive information, get involved actively and feel that they have power over the process at all times because this trust allows them to believe in themselves during any change process(PMI, 2021). Strategic Communication processes directed at project stakeholders should be designed in a personalized manner so as to serve distinct demands, desires or modes of engagement for each group of stakeholders(Aaltonen & Kujala, 2010).

Communication is the art and science of structuring and conveying information in a way that is understandable to others. Every project's success within an organization depends on effective stakeholder communication. A carefully thought-out communication method aids in sustaining positive relationships between the organization and all of its stakeholders (Chinyio et al., 2009).

Communication activities, such as meetings and presentations, as well as an artefact, such as emails, social media, project reports, or project documentation, are used to describe the potential methods through which information may be transmitted or received. The majority of a project manager's time is spent talking with team members and other project stakeholders, both inside and outside of the organization (at all organizational levels). Effective communication builds a bridge between diverse stakeholders who may have different cultural and organizational backgrounds as well as different levels of expertise, perspectives, and interests (PMI, 2021).

Stakeholder communication of projects emphasizes on making sure that all relevant stakeholders have a clear understanding of the concepts and ideas. It is a sign of understanding. Communication can take place through a variety of methods. The project manager should communicate via means other than only verbal and written language. Nonverbal signs and emotions are also part of communication (Roeder, 2013).

2.7. Stakeholder Engagement

2.7.1. Project Stakeholder Engagement

Stakeholder engagement is a dynamic process that goes beyond simply informing stakeholders about a project; it actively involves them in the decision-making process and fosters collaboration throughout the project lifecycle. Effective stakeholder engagement is crucial for project success, as it builds trust, strengthens relationships, and increases the likelihood of achieving desired outcomes (Project Management Institute [PMI], 2021).

2.7.2. Levels of Stakeholder Engagement

The level of stakeholder engagement can vary depending on their interest, influence, and potential impact on the project. Common levels of engagement include informing stakeholders by providing them with basic project information and updates through channels such as newsletters, websites, or public meetings (International Association for Public Participation [IAP2], 2007). Consulting involves seeking feedback and input from stakeholders through surveys, focus groups, or individual consultations. Involving stakeholders means actively engaging them in project activities, such as workshops, planning sessions, or advisory committees. Partnering with stakeholders entails co-creating solutions, sharing decision-making power, and jointly implementing project activities. Empowering stakeholders provides them with the resources and support to actively participate in the project and influence its outcomes.

Various methods and techniques can be employed to effectively engage stakeholders. Meetings, whether face-to-face or virtual, provide a platform for dialogue, collaboration, and joint problem-solving (Bourne & Walker, 2005). Public events offer opportunities to inform the broader community about the project and gather feedback (Aaltonen & Kujala, 2010). Establishing advisory committees with representatives from diverse stakeholder groups can provide valuable insights and guidance (Bryson, 2018). Utilizing digital tools such as online forums, surveys, or project management software facilitates communication, collaboration, and information sharing (Ahiaga-Dagbui & Smith, 2019). Forming working groups with stakeholders to address specific issues or challenges can foster a sense of ownership and shared responsibility (Savage et al., 1991).

Effective stakeholder engagement offers numerous benefits. Stakeholder input and collaboration can lead to better project decisions, increased innovation, and more sustainable outcomes (Olander & Landin, 2005). Proactive engagement helps identify and address potential conflicts and risks early on, preventing delays and disruptions (PMI, 2021). Open and inclusive engagement builds trust and fosters positive relationships with stakeholders (Freeman et al., 2020). Stakeholder involvement can generate greater support for the project and enhance its legitimacy within the community (Mitchell, Agle, & Wood, 1997). Engaging with stakeholders can help secure the "social license to operate," which is crucial for project success, particularly in sectors like mining, energy, and infrastructure (van Tulder & Keen, 2022).

However, stakeholder engagement can present several challenges. Balancing the needs and expectations of different stakeholder groups with potentially conflicting interests is often difficult (Eden & Ackermann, 1998). Dedicating adequate time, personnel, and financial resources to support effective engagement activities is crucial (PMI, 2021). Navigating power imbalances and ensuring that all stakeholder voices are heard and valued can be challenging (Ahiaga-Dagbui & Smith, 2019).

Sustaining stakeholder engagement throughout the project lifecycle requires ongoing effort and commitment (Bryson, 2018).

There are several best practices to ensure successful stakeholder engagement. Early and ongoing engagement builds trust and allows for proactive risk management (PMI, 2021). A tailored approach considers the specific needs, interests, and communication preferences of different stakeholder groups (Mitchell, Agle, & Wood, 1997). Open and honest communication is essential for building trust and credibility (Freeman et al., 2020)

2.8 Project Success and Stakeholder Management

Traditionally, the definition of project success involves completing a project on time, within budget and according to specifications, as well as the success of the resulting product or the extent to which project business objectives have been met. But these indicators of success are often challenged, making it hard to recognize if anything is actually wrong. An additional challenge is that, like quality, perspectives on success vary based on the stakeholder and the time since project delivery (PMI, 2021). Project success is a complex concept that varies over the lifecycle of a project and its end products, and implies multiple stakeholders. To a sponsor, success may be the realization of the expected benefits described in the business case. From a project manager's viewpoint, project success is demonstrated by fulfilling the project management plan's scope, schedule, budget, and quality statements. The project management process includes time, cost, quality, technical and other performance indices, legal, and environmental constraints as project success objectives. (Dakas, 2014). It is important to engage stakeholders in projects and know their needs and requirements for ensuring the success of the project. For mega infrastructure projects, stakeholders' failure management is one of the critical reasons for project failure (Ismail et al., 2019). Karlsen (2002), in construction projects, poor stakeholder management might cause many adverse effects such as poor scope and work definition, inadequate resources allocated to the project in terms of quantity and quality, poor communication, variations in the scope of work, and unanticipated regulatory changes. Bourne (2006), Eskerod et al. (2015) validate the importance of stakeholders by saying that a project can be regarded as successful only when the stakeholders are motivated and have participated in the project.

2.9 Empirical Review

Effective stakeholder management has been identified as one of the most critical success factors concerning projects, especially when they take place in complex environments hosting a multitude of interests and expectations. Recent empirical studies have highlighted the complex association between stakeholder engagement practices and project outcomes, gaining valuable insights for practitioners and laying the foundation for future investigations.

In this light, the key highlights of the findings from recent research are being reviewed here, which indicate the advancements and further areas of study.

Indeed, many empirical studies point to effective stakeholder management as positively correlated with project success. Bourne and Walker (2005), in a systematic review, found out that proactive, collaborative stakeholder engagement strategies lead to performance improvement in various dimensions: meeting deadlines, avoiding cost overrun, and quality objectives. Lichter et al. (2023) researched the use of social media in agile projects for communication and feedback, where it was proved that active online communications and active feedback loops do not only increase the adaptiveness of a project but also lead to more satisfaction with the stakeholders. These findings demonstrate the highest level of stakeholder engagement for fostering collaborative environments and providing information sharing, risk mitigation, and resolution of conflicts throughout the life cycle of a project.

However, the link between stakeholder management and success in a project is not that direct. For example, Ahiaga-Dagbui and Smith (2019) discussed some issues related to problems in managing stakeholders for infrastructure projects in developing countries, such as imbalances in power and divergent interests between stakeholders. To be sure, the work of such authors considerably justifies the necessity for an engagement strategy that is tailor-made concerning any specific context, cultural factors, and power distribution within a setting for each project.

Research has also established that other factors moderate the effectiveness of stakeholder engagement in project success. The ability to translate stakeholder engagement into effective trust, communication, collaboration, and conflict management skills can lead to positive project outcomes (e.g., Aaltonen & Kujala, 2010; Freeman et al., 2020). Diverse project contexts have now been accepted as a research focus area far from receiving universal solutions.

Infrastructure projects, for instance, need sensitization of different community interests, government agencies, and even environmental groups (Ahiaga-Dagbui & Smith, 2019). This is in agreement with van Tulder and Keen (2022) that building trust and ensuring a "social license to operate" can only be achieved through relationships, communication, and dealing with issues of concern to the environment in consideration with other communities. Similarly, studies on PPPs point out the fact that they stand in unique measures and serve as a good balancing act between public good and private interests; thus, effective engagement would ensure alignment and collaboration across these diverse stakeholders (for example, Ahsan & Gunawan, 2010).

Approaches to stakeholder engagement must be adaptive in agile projects since their very nature is characterized by being iterative and pliable. These suggest that constant communication, frequent

feedback loops, and stakeholder involvement in the sprint reviews and retrospectives will guarantee agility in the project and responsiveness to dynamic requirements.

In a more contextual way, these insights point to the project manager's need to make necessary changes in the stakeholder engagement strategies that befit the unique characteristics of their project environment and stakeholder landscape.

The emergence of digital technologies has ushered in new methodologies for project management and an opportunity for enhanced stakeholder participation. Social media platforms have recently been used to disseminate information about a particular project, conduct discussions surrounding the same project, and seek broader opinions regarding the project at hand (Lichter et al., 2023). Online collaboration supports communication in real-time and sharing of documents amongst project teams and stakeholders, which enhances transparency and inclusivity (Ahiaga-Dagbui & Smith, 2019). Moreover, upcoming technologies like Virtual Reality and Augmented Reality can provide an experience in which the stakeholders will quickly understand the project's plans beyond Bourne and Walker (2005), any potential impacts, and design options. The broader array of tools for project managers to engage with stakeholders efficiently overcomes geographical barriers and fosters more interactive and inclusive participation.

Future Directions and Research Gaps:

Despite significant progress in understanding and implementing stakeholder management practices, several research gaps remain. The long-term impacts of stakeholder engagement on project sustainability, community development, and environmental outcomes require further investigation. Developing robust methods for measuring the return on investment (ROI) of stakeholder engagement is essential for demonstrating its value and justifying resource allocation. Additionally, research on stakeholder engagement in cross-cultural contexts is needed to understand how cultural factors influence expectations, communication styles, and engagement preferences. Addressing ethical considerations and power dynamics within stakeholder relationships remains crucial, ensuring fairness, inclusivity, and equitable representation of diverse voices.

2.10 Conceptual Framework

Based on the literature review and the research objectives of this study, a conceptual framework was developed (Figure 2.1) to illustrate the proposed relationships between effective stakeholder management practices and perceived project success.

Independent Variables

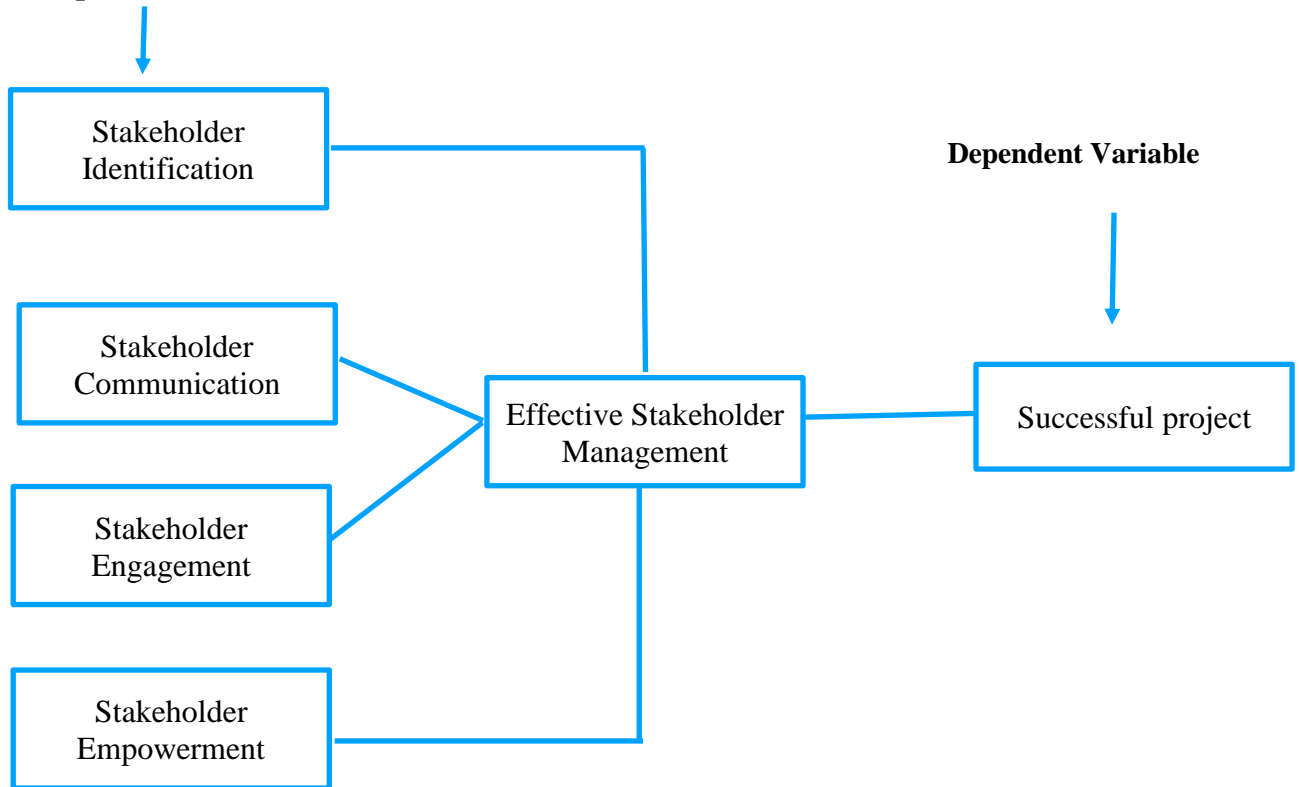


FIGURE 2.1 CONCEPTUAL FRAMEWORK 1

Source: From the literature

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGIES

This chapter discusses the methods used in lending light on how the Addis Ababa City Roads Authority manages its project stakeholders. In essence, it discusses the research design, data collection, respondents, data analysis procedures, and ethical considerations necessary to ensure the effectiveness of the findings.

3.1 Background of The Organization

Established in 1998, the Addis Ababa City Roads Authority (AACRA) is responsible for managing the construction and maintenance of the road network in Addis Ababa. Initially, the city had a total of 1,300 km of roads, with 900 km being gravel and 400 km being asphalt. AACRA has extended the network to 6,573 km, improving city connectivity and development. The goal of the authority is to offer high-quality, affordable, and secure roads, following principles like transparency, accountability, and superior service. AACRA is tasked with starting policies, establishing standards, planning and executing projects, selecting consultants, supervising construction, managing traffic, training personnel, and producing materials. AACRA plays a crucial role in enhancing Addis Ababa's economy, social progress, and quality of life.

3.2. Research Design and Approach

3.2.1 Research Design

This study utilizes a quantitative research design to assess stakeholder management practices within the Addis Ababa City Road Authority (AACRA). The research employs a structured questionnaire with Likert Scale responses to collect data from AACRA employees regarding their perceptions of the organization's stakeholder management practices. Descriptive analysis is particularly appropriate for this research as it aims to provide a clear and systematic overview of AACRA's current stakeholder management practices. The use of descriptive statistics, such as frequencies, means, and standard deviations, allows for a quantifiable assessment of stakeholder perceptions across different dimensions of stakeholder management, identifying key trends and patterns. While qualitative data from document reviews and literature analysis are used to provide context and support the findings, the primary focus of the research design is quantitative.

3.3 Data Collection Methods

3.3.1 Surveys

Structured Questionnaires : To gain better insights into how AACRA manages its stakeholders, structured questionnaires will be used on a purposive sample of the stakeholders who include such persons as project managers, engineers, contractors, and technical specialists. This approach conforms to the most recognized method of attaining primary data firsthand from respondents who are involved in the phenomenon under study. Structured questionnaires ensure standardized data collection, promoting comparability while reducing the bias of a researcher. The survey will cover six principal areas of stakeholder management, befitting the general dimensions set in stakeholder management literature.

Stakeholder Identification: To what extent does AACRA identify and engage stakeholders early enough?

Stakeholder Communication: The questionnaire will establish how effective, regular, and transparent communication between AACRA and the stakeholders is.

Stakeholder Engagement: This will provide the research with opinions as regards the quantity and quality of participation in project planning and actualization by the stakeholders.

Stakeholder Empowerment: The questionnaire will check whether stakeholders perceive that they can affect decision-making mechanisms and their objectives within negotiations.

Risk Control: The stakeholders will evaluate the ability of AACRA to identify, disclose, and manage road construction project risks.

Project Success: The survey shall measure stakeholders' perception of project outcomes—timely completion and keeping within the budget—plus whether accrued benefits shall be realized in the long term.

3.4 Target Population and Sampling

3.4.1 Target Population

The research study centered on the stakeholder management practices within the Addis Ababa City Roads Authority (AACRA), specifically focusing on its main office situated in Lafto sub-city, Sar Bet. As the hub of AACRA's operations, this office plays a pivotal role in overseeing road construction projects, engaging with stakeholders, and ensuring successful project outcomes.

The target population for this study comprised a diverse group of professionals directly involved in AACRA's road construction initiatives. These individuals held critical roles that intersected with stakeholder management. Specifically, the target population included:

Project Managers: These individuals are responsible for overall project planning, execution, and coordination. Their decisions significantly impact stakeholder interactions and project success.

Project Coordinators: Coordinators play a vital role in liaising between different project teams, stakeholders, and AACRA management. Their ability to facilitate effective communication and collaboration is essential.

Project Team Members with Various Roles: These professionals contribute to specific aspects of road construction projects, such as design, engineering, procurement, and implementation. Their interactions with stakeholder's shape project outcomes.

Engineers: Engineers are at the forefront of project execution, ensuring technical specifications are met. Their engagement with stakeholders influences project quality and community satisfaction.

Administrative Staff: Administrative personnel handle documentation, scheduling, and logistics. Their indirect interactions with stakeholder's impact project efficiency and transparency.

Other Technical Specialists: This category includes experts in fields such as environmental impact assessment, safety, and community relations. Their expertise informs stakeholder engagement strategies.

The total target population consisted of 124 individuals actively engaged in AACRA's stakeholder management processes. These professionals had varying levels of experience and expertise, collectively contributing to the successful delivery of road construction projects. By examining their

perceptions, practices, and challenges, the study aimed to enhance AACRA's stakeholder engagement strategies and ultimately improve project outcomes.

3.4.2 Sample Size

The study elaborates on the methodology used to determine the appropriate sample size for the research. The calculation is grounded in the formula proposed by Taro Yamane in 1967, which is specifically tailored for establishing a sample size that provides a 95% confidence level with a 5% margin of error. This statistical confidence level is commonly used in social science research to ensure that the sample accurately represents the population.

The formula utilized is as follows:

$$n = \frac{N}{1 + N(e^2)}$$

Here, the variables are defined as:

n: The sample size to be calculated.

N: The total population size is 124 in this context.

e: The margin of error, set at 0.05 (or 5%).

By applying this formula to the given population size of 124, the calculated sample size is approximately 95. This sample size is deemed sufficient to represent the population accurately while accounting for the margin of error. It's important to note that the margin of error reflects the degree of accuracy desired in the results; a smaller margin of error would require a larger sample size to maintain the same level of confidence.

The choice of the Yamane formula is justified by its simplicity and efficiency in providing a reliable sample size for populations where the variance is unknown or hard to estimate.

In conclusion, the sample size of 95, as determined by the Yamane formula, is expected to yield statistically significant results that can be generalized to the entire population of AACRA's main office stakeholders with a high degree of confidence. This sample size balances the need for precision and practical constraints such as time and resources available for the study.

Out of the distributed 95 questioners 87 are returned and the roles of the respondents shown in the table below.

Role	Project-manager/ Coordinator	9	10.3%
	project team member	27	31.0%
	Engineer	19	21.8%
	Technical Specialist	17	19.5%
	others	15	17.2%
	Total	87	100.0%

TABLE 3.1. ROLE OF THE SAMPLE 1

Source: Own survey, 2024

3.5 Data Analysis Approach

3.5.1 Quantitative Data Analysis

The survey data collected from AACRA’s stakeholders will undergo rigorous analysis to extract meaningful insights. Descriptive statistics will be the initial step in unraveling patterns and understanding the distribution of responses. Key descriptive measures include:

Frequencies: We will examine the occurrence of different responses for each survey question. This will help identify dominant trends and potential outliers.

Means (Averages): Calculating the mean scores for various aspects of stakeholder management will provide an overall understanding of stakeholders’ perceptions. We’ll explore which areas receive higher or lower ratings.

Standard Deviations: Assessing the variability around the mean scores will reveal the consistency or dispersion of responses. A smaller standard deviation indicates more uniform opinions, while a larger one suggests diverse viewpoints.

Threshold Values for Likert Scale Interpretation:

To interpret the mean scores for each stakeholder management aspect, the following category threshold system, adapted from (Al-Sayaad et al., 2006 as cited by Fasica et al.,2020), will be used:

Mean range	Interpretation
1 – 1.8	Strong disagreement
1.8 - 2.6	Disagree
2.6 - 3.4	Neutral or slight Agreement/ Disagreement
3.4 - 4.2	Agree
4.2 - 5	Strong agreement

TABLE 3.2. MEAN VALUE TERSHOD 1

Source: (Al-Sayaad et al., 2006 as cited by Fasika et al.,2020)

This approach acknowledges that scores near the midpoint of the Likert scale may represent a less definitive stance, while scores further from the midpoint indicate stronger agreement or disagreement.

Software Utilization

To execute these analyses, we used SPSS (Statistical Package for the Social Sciences). SPSS provides a user-friendly interface for data manipulation, visualization, and statistical modeling. By analyzing the descriptive statistics, we aim to uncover actionable insights that AACRA can use to enhance stakeholder management practices. The findings will guide strategic decisions, improve communication strategies, and ultimately contribute to successful road construction projects.

3.6 Reliability and Validity

Reliability refers to the consistency and stability of research findings. A reliable research instrument or tool consistently produces similar results under similar conditions (Merriam & Tisdell, 2016; Creswell & Creswell, 2018).

Various statistical methods can be used to assess reliability. One common approach is to correlate scores obtained from different administrations of the same instrument or from different parts of the same instrument. This correlation analysis helps determine the extent to which the instrument measures the intended construct consistently (Heale & Twycross, 2015).

Internal consistency reliability specifically examines the consistency among different items within the same instrument designed to measure a single construct. This means that all items should be measuring the same underlying concept (Merriam & Tisdell, 2016).

In this study, Cronbach's Alpha was employed to assess the internal consistency reliability of the instrument for each variable. Developed by Lee Cronbach in 1951, Cronbach's Alpha calculates the

average of all possible split-half reliability coefficients (Field, 2016). This coefficient ranges from 0 (indicating no internal reliability) to 1 (indicating perfect internal reliability). A Cronbach's Alpha score of 0.7 or higher is generally considered satisfactory (Field, 2016). The calculation of Cronbach's Alpha was performed using SPSS software

No	Items	N of Items	Cronbach's Alpha
1	Stakeholder Identification	6	0.864
2	Stakeholder Communication	6	0.878
3	Stakeholder Engagement	6	0.868
4	Stakeholder Empowerment	4	0.759
5	Risk Control	3	0.757
6	Project Success	5	0.848

SOURCE: OWN SURVEY, 2024

TABLE 3.3 CRONBACH ALPHA 1

3.7 Ethical Considerations

Ethical This research was conducted with a strong emphasis on ethical considerations to ensure the well-being and rights of the participants. Before data collection, all participants were fully informed about the study's purpose, procedures, and potential risks and benefits. Their participation was entirely voluntary, and they were assured of their right to withdraw from the study without penalty. To protect the confidentiality of the participants, all data collected was anonymized, and no identifying information was linked to their responses. The data was used solely for academic purposes and will be stored securely to prevent unauthorized access. By adhering to these ethical guidelines, the research aimed to create a safe and respectful environment for participants while ensuring the integrity and validity of the research findings.

CHAPTER FOUR: DATA ANALYSIS, ANALYSIS AND INTERPRETATION

This chapter aims to provide a comprehensive understanding of the Addis Ababa City Road Authority's (AACRA) stakeholder management practices, drawing on findings from our primary research and supplementary insights from other studies. We will examine the key dimensions of stakeholder management, including identification, communication, engagement, empowerment, risk control, and project success. By highlighting AACRA's strengths, weaknesses, and areas for improvement, we seek to contribute to the ongoing discourse on effective stakeholder management in infrastructure projects.

4.1 Response Rate of Respondents

In this study, we prepared and distributed questionnaires to a sample of respondents. Out of the distributed questionnaires, 8 were not returned resulting in a collection rate of 91.6%. Most respondents provided complete and thoughtful answers, although a few questions remained unanswered. Notably, Mugenda (2003) suggests that a response rate of 50% is adequate for analysis and reporting, while a rate of 60% is considered good, and 70% or higher is excellent. Given our response rate, we can confidently proceed with data analysis

TABLE 4.1 RESPONSE RATE 1

No	Data collection tools	No. of respondents	No. of answered	No. of unanswered	Response rate
	Questionnaires	95	87	8	91.6%

SOURCE: OWN SURVEY, 2024

4.2 Demographic Information

TABLE 4.2 DEMOGRAPHIC INFORMATION 1

		Frequency	Percentage (%)
Gender	Male	60	69.0%
	Female	27	31.0%
	Total	87	100.0%
Age	20 - 30	28	32.2%
	31 - 40	37	42.5%
	41 - 50	19	21.8%
	> 50	3	3.4%
	Total	87	100.0%
Experience	0 - 5	10	11.5%
	6 - 10	44	50.6%
	11 - 15	23	26.4%
	> 15	10	11.5%
	Total	87	100.0%
Education Level	Diploma	8	9.2%
	BA/BSC	61	70.1%
	MA/MSc	18	20.7%
	other	0	0.0%
	Total	87	100.0%
Role	Project manager/ Coordinator	9	10.3%
	project team member	27	31.0%
	Engineer	19	21.8%
	Technical Specialist	17	19.5%
	others	15	17.2%
	Total	87	100.0%

Source: own survey, 2024

The demographic data collected from the participants involved in AACRA's road construction projects presents a diverse and experienced group of individuals. The majority of the participants are male, accounting for 69.0% of the total, while females represent 31.0%. In terms of age distribution, the largest group falls within the 31-40 years range, making up 42.5% of the participants, followed by

those aged 20-30 years at 32.2%. The 41-50 years age group constitutes 21.8%, and a smaller percentage, 3.4%, are above 50 years old.

Experience levels among the participants vary, with the most significant portion, 50.6%, having 6-10 years of experience. This is indicative of a workforce that is not only experienced but also potentially at the peak of their professional capabilities. Those with 0-5 years and more than 15 years of experience each make up 11.5% of the participants, while 26.4% have 11-15 years of experience, suggesting a good balance between emerging professionals and highly experienced veterans.

The educational background of the participants predominantly consists of Bachelor's degree holders, who represent 70.1% of the total. This is complemented by 20.7% holding a Master's degree and 9.2% with a Diploma, indicating a well-educated workforce capable of handling complex projects. Notably, there are no participants categorized under 'other' education levels.

Regarding the roles held by the participants in the projects, 31.0% are project team members, which is the largest group. Project managers or coordinators make up 10.3%, engineers account for 21.8%, technical specialists represent 19.5%, and the remaining 17.2% fall into the 'others' category. This distribution showcases a range of expertise and specializations that contribute to the multifaceted nature of road construction projects.

In summary, the demographic profile of AACRA's road construction project participants is characterized by a predominance of male professionals in their early careers to mid-careers, with a strong educational foundation primarily in Bachelor's degrees. The experience levels suggest a workforce that is well-equipped to tackle the challenges of complex construction projects, with a variety of roles that ensure a comprehensive approach to project management and execution. The data reflects a team that is likely to bring a blend of fresh perspectives and seasoned expertise to the table, fostering an environment conducive to innovation and quality outcomes in road construction endeavors.

4.3 Stakeholder Identification

TABLE 4.3 STAKEHOLDER IDENTIFICATION 1

NO	1. Stakeholder Identification	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
1	AACRA effectively identifies all relevant stakeholders at the beginning of road construction projects.	9	15	27	27	9		
		10.3%	17.2%	31.0%	31.0%	10.3%	3.14	1.14
2	AACRA analyzes the interests and potential impact of stakeholders at the project's outcome.	7	16	23	29	12		
		8.0%	18.4%	26.4%	33.3%	13.8%	3.26	1.16
3	AACRA understands stakeholders' perceptions and expectations regarding road construction projects from the beginning.	2	17	34	28	6		
		2.3%	19.5%	39.1%	32.2%	6.9%	3.22	0.92
4	AACRA clearly defines the roles and responsibilities of different stakeholder groups early in the project.	3	13	38	29	4		
		3.4%	14.9%	43.7%	33.3%	4.6%	3.21	0.88
5	AACRA anticipate potential strategies stakeholders might use to influence project outcomes.	8	17	32	19	11		
		9.2%	19.5%	36.8%	21.8%	12.6%	3.09	1.14
6	AACRA maintains a comprehensive stakeholder register for each road construction project.	1	10	30	34	12		
		1.1%	11.5%	34.5%	39.1%	13.8%	3.53	0.91
	Average						3.24	

Source: own survey, 2024

1. Stakeholder Identification:

- This question assesses how effectively AACRA identifies relevant stakeholders at the beginning of road construction projects.
- Responses range from Strongly Disagree to Strongly Agree.
- The mean score for this aspect is 3.14, with a standard deviation of 1.14.
- Interpretation: The average score suggests that AACRA's stakeholder identification process is somewhat effective, but there is variability in respondents' opinions. The standard deviation indicates that some respondents strongly agree while others disagree.

2. Interests and Impact Analysis:

- This question evaluates whether AACRA analyzes the interests and potential impact of stakeholders on project outcomes.
- Responses range from Disagree to Strongly Agree.
- The mean score for this aspect is 3.26, with a standard deviation of 1.16.

- Interpretation: On average, respondents believe that AACRA performs reasonably well in analyzing stakeholder interests and impact. However, the standard deviation suggests differing opinions among respondents.

3. Understanding Stakeholders' Perceptions and Expectations:

- This question explores AACRA's ability to understand stakeholders' perceptions and expectations from the project's outset.
- Responses range from Neutral to Strongly Agree.
- The mean score for this aspect is 3.22, with a standard deviation of 0.92.
- Interpretation: The average score indicates that AACRA has a fair understanding of stakeholders' perspectives. The lower standard deviation suggests more consistent opinions among respondents.

4. Roles and Responsibilities Definition:

- This question assesses whether AACRA clearly defines the roles and responsibilities of different stakeholder groups early in the project.
- Responses range from Disagree to Strongly Agree.
- The mean score for this aspect is 3.21, with a standard deviation of 0.88.
- Interpretation: On average, respondents perceive that AACRA does a decent job in defining stakeholder roles and responsibilities. The low standard deviation implies relatively consistent opinions.

5. Anticipating Stakeholder Strategies:

- This question examines whether AACRA anticipates potential strategies that stakeholders might use to influence project outcomes.
- Responses range from Neutral to Strongly Agree.
- The mean score for this aspect is 3.09, with a standard deviation of 1.14.
- Interpretation: The average score suggests that AACRA's ability to anticipate stakeholder strategies is moderate, but opinions vary among respondents.

6. Stakeholder Register Maintenance:

- This question assesses whether AACRA maintains a comprehensive stakeholder register for each road construction project.
- Responses range from Strongly Disagree to Strongly Agree.
- The mean score for this aspect is 3.53, with a standard deviation of 0.91.

- Interpretation: On average, respondents believe that AACRA effectively maintains stakeholder registers. The low standard deviation indicates consistent opinions.

Overall Implications:

- AACRA performs reasonably well in stakeholder identification and management, with some variation in responses across different aspects.
- The highest-rated aspect is Stakeholder Register Maintenance (mean score of 3.53), indicating that AACRA excels in maintaining comprehensive records.
- The lowest-rated aspect is Anticipating Stakeholder Strategies (mean score of 3.09), suggesting room for improvement in anticipating stakeholder behavior.
- The overall average mean across all aspects is 3.24, indicating a moderate level of stakeholder management effectiveness.

4.3.1. Discussion

Survey data indicates that while AACRA might have its practices of identifying stakeholders, there still is a scope for adopting a more organized and detailed method in maintaining the stakeholders. While maintaining stakeholder registers is a good practice, the moderate scores found for analyzing the interests of stakeholders and for anticipating their strategies imply that there is a scope for improvement. Other theoretical approaches that may be applied in developing the social project management capabilities at AACRA include the stakeholder salience model, an illustration by Mitchell, Agle, and Wood (1997), which is helpful to prioritize stakeholders by power, legitimacy, and urgency conceptualizations in a manner that an organization can give a better weight to those stakeholders who are most likely to affect the conduct of each project. This way, AACRA will be able to manage its resources and efforts strategically for stakeholder engagements in a way that it can target the most influential stakeholders while trying to prevent conflicts, which may wreak havoc on the project's success. Nonetheless, it could be beneficial to use this strategy to use stakeholder mapping techniques supplementary to the use of such critical stakeholders, as recommended by Bourne and Walker (2005). Stakeholder mapping involves the visualization of the relationship with stakeholders, areas where conflicts of interest or influences may occur, and documenting each stakeholder's position within the overall assessment of stakeholders. The graph would place AACRA more accurately to understand the web of complexity of stakeholders, their risks, and opportunities and to focus on engagement. The adoption of the stakeholder salience model and the use of mapping techniques will significantly improve practices for stakeholder management by AACRA. These would enable us to better understand the interests, priorities, and relationships of the stakeholders with AACRA, and this way, the organization could face more effectively challenges that lie ahead and align its expectations. Ultimately, it results in the improvement of stakeholder engagement, an increase in the level of project

transparency, and a higher possibility for achieving the desired outcomes, all this while meeting the diversified needs and expectations of the project's main stakeholders.

4.3.2. Relation to Research Papers:

The practice of stakeholder management at AACRA could be a true reflection of both strength and an area of enhancement potential. Corresponding to the few fundamental principles of stakeholder management literature, stakeholder identification seems somewhat effective (3.14). There appears to be variation in opinions, another aspect that underscores the need for systematic methods as proposed by Mitchell, Agle, and Wood (1997). AACRA performs relatively well in analyzing the interests and impacts of stakeholders (3.26) and the understanding of the perceptions as well as expectations of these stakeholders (3.22). This is a demonstration of a study by Bourne and Walker (2005), which emphasized stakeholder salience and integration of stakeholder expectations by Jepsen and Eskerod (2009). It is relatively strong in defining roles and responsibilities (3.21) and supports Yang, Wang, and Jin (2014) that it is evidenced that the clarity of defining roles reduces conflicts. However, anticipating stakeholder strategies (3.09) needs to be improved; in this way, strategic foresight must be developed more (Reed et al., 2009). On the contrary, the keeping of stakeholder registers is effective for AACRA (3.53), a fact that reflects the requirement included in Olander (2007) about transparency and accountability. In general, AACRA is characterized by a moderate level of effectiveness for managing stakeholders (3.24); however, where strategic foresight is.

4.4 Stakeholder Communication

TABLE 4.4 STAKEHOLDER COMMUNICATION 1

NO	2. Stakeholder Communication	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
1	AACRA establishes clear communication channels with stakeholders at the beginning of each project	11	22	21	25	8		
		12.6%	25.3%	24.1%	28.7%	9.2%	2.97	1.20
2	AACRA gathers accurate and relevant information from stakeholders throughout the project life cycle.	1	13	24	32	17		
		1.1%	14.9%	27.6%	36.8%	19.5%	3.59	1.01
3	AACRA effectively stores and manages stakeholder information for future reference.	2	14	26	29	16		
		2.3%	16.1%	29.9%	33.3%	18.4%	3.49	1.04
4	AACRA disseminates relevant project information to stakeholders consistently and transparently throughout the project lifecycle.	2	10	30	26	19		
		2.3%	11.5%	34.5%	29.9%	21.8%	3.57	1.03
5	Stakeholders have opportunities to readily communicate with the project management team.	0	6	24	22	35		
		0.0%	6.9%	27.6%	25.3%	40.2%	3.99	0.98
6	AACRA facilitates communication and information exchange among different stakeholder groups	4	14	31	24	14		
		4.6%	16.1%	35.6%	27.6%	16.1%	3.34	1.08
	Average						3.49	

Source: own survey, 2024

1. Clear Communication Channels:

- This question assesses how effectively AACRA establishes clear communication channels with stakeholders at the beginning of each project.
- Responses range from Strongly Disagree to Strongly Agree.
- The mean score for this aspect is 2.97, with a standard deviation of 1.20.
- Interpretation: The average score suggests that stakeholders perceive room for improvement in AACRA's establishment of clear communication channels. The higher standard deviation indicates varying opinions among respondents.

2. Gathering Information:

- This question evaluates whether AACRA gathers accurate and relevant information from stakeholders throughout the project life cycle.

- Responses range from Disagree to Strongly Agree.
 - The mean score for this aspect is 3.59, with a standard deviation of 1.01.
 - Interpretation: A mean score above 3.5 indicates that stakeholders generally agree that AACRA effectively gathers information. The standard deviation suggests some variation in experiences.
3. Information Storage and Management:
- This question assesses how well AACRA stores and manages stakeholder information for future reference.
 - Responses range from Disagree to Strongly Agree.
 - The mean score for this aspect is 3.49, with a standard deviation of 1.04.
 - Interpretation: The score suggests that AACRA is perceived as fairly effective in managing stakeholder information, with moderate agreement among respondents.
4. Information Dissemination:
- This question examines AACRA's consistency and transparency in disseminating relevant project information to stakeholders.
 - Responses range from Neutral to Strongly Agree.
 - The mean score for this aspect is 3.57, with a standard deviation of 1.03.
 - Interpretation: Stakeholders generally agree that AACRA disseminates information well, as indicated by the mean score. The standard deviation reflects some differences in opinion.
5. Communication Opportunities:
- This aspect considers the opportunities stakeholders have to readily communicate with the project management team.
 - Responses range from Neutral to Strongly Agree.
 - The mean score for this aspect is 3.99, with a standard deviation of 0.98.
 - Interpretation: This is the highest mean score in this section, suggesting strong agreement that stakeholders can readily communicate with the project team. The low standard deviation implies consistent responses.
6. Facilitating Communication Among Stakeholder Groups:
- This question explores AACRA's role in facilitating communication and information exchange among different stakeholder groups.
 - Responses range from Disagree to Strongly Agree.
 - The mean score for this aspect is 3.34, with a standard deviation of 1.08.

- Interpretation: The mean score indicates a moderate level of agreement that AACRA facilitates communication among stakeholders, with some variability in responses.

Overall Implications:

- The average mean score for Stakeholder Communication is 3.49, which is higher than the average for Stakeholder Identification (3.24). This suggests that stakeholders view AACRA's communication efforts more favorably than its identification efforts.
- The aspect with the most room for improvement is establishing clear communication channels, as indicated by the lowest mean score.
- The aspect rated highest by stakeholders is the opportunity for communication with the project management team, which is crucial for project success.

4.4.1. Discussion

The survey results indicate that while stakeholders hold a generally positive view of AACRA's information gathering and dissemination practices, the low score for establishing clear communication channels is a significant area of concern. This suggests that the existing communication channels may be unclear, inconsistent, or not readily accessible to all relevant stakeholders, potentially hindering effective communication and engagement efforts.

To address this issue, AACRA should prioritize the development of comprehensive communication plans for each project they undertake. These plans should clearly outline specific communication channels, frequency of communication, and the responsible parties for managing and facilitating communication with stakeholders. By establishing clear communication guidelines and protocols, AACRA can ensure that stakeholders have a clear understanding of how to access information and provide feedback, fostering transparency and trust.

Additionally, AACRA should consider adopting a multi-channel approach to communication, combining various platforms and methods such as online portals, newsletters, community meetings, and social media channels. This diversity in communication channels can cater to the diverse preferences and needs of stakeholders, ensuring that information reaches a wider audience and facilitating more inclusive engagement.

Moreover, establishing a robust feedback mechanism is crucial for AACRA to address stakeholder concerns promptly and demonstrate responsiveness to their inputs. This could involve dedicated email addresses, online feedback forms, or regular stakeholder meetings where stakeholders can voice their opinions, concerns, and suggestions. By actively soliciting and acting upon stakeholder feedback, AACRA can cultivate a culture of open communication, build trust, and enhance stakeholder satisfaction.

Effective communication is a cornerstone of successful stakeholder engagement, and by addressing the weaknesses identified in the survey, AACRA can significantly improve its communication practices. Clear communication plans, a multi-channel approach, and robust feedback mechanisms will not only improve information flow but also foster stronger relationships with stakeholders, enabling AACRA to better understand and address their diverse needs and concerns, ultimately contributing to more successful project outcomes.

4.4.2. Relation to Research Papers:

AACRA's stakeholder communication practices, while generally perceived favorably, reveal specific areas for improvement that align with existing research. The need for clearer communication channels, as highlighted by the lower mean score (2.97), resonates with Yang et al. (2011)'s emphasis on effective communication for project success. AACRA's strong performance in gathering information (3.59) supports Bourne and Walker (2005)'s assertion that continuous stakeholder engagement is crucial for aligning project objectives with stakeholder needs. Moderate success in information management (3.49) reinforces Karlsen (2002)'s argument that well-managed stakeholder data enhances decision-making. Consistent and transparent information dissemination (3.57) aligns with Chinyio and Akintoye (2008)'s findings on building stakeholder trust. The high score for communication opportunities (3.99) underscores Pinto and Slevin (1987)'s emphasis on open communication for fostering collaboration. Finally, while AACRA demonstrates moderate effectiveness in facilitating communication among stakeholder groups (3.34), this remains an area for improvement to ensure all voices are heard, as emphasized by Freeman (1984).

4.5 Stakeholder Engagement

TABLE 4.5: STAKEHOLDER ENGAGEMENT 1

NO	3. Stakeholder Engagement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
1	Stakeholders have opportunities to contribute to defining the project scope during the early stages of road construction projects.	4	24	33	24	2		
		4.6%	27.6%	37.9%	27.6%	2.3%	2.95	0.91
2	AACRA actively seeks to understand stakeholder expectations from the outset of road construction projects.	7	27	27	25	1		
		8.0%	31.0%	31.0%	28.7%	1.1%	2.84	0.97
3	Unreflectively communicates project aims and objectives to stakeholders at the beginning of each project.	0	17	45	21	4		
		0.0%	19.5%	51.7%	24.1%	4.6%	3.14	0.78
4	Stakeholders are involved in defining success factors and criteria for road construction projects.	2	18	45	14	8		
		2.3%	20.7%	51.7%	16.1%	9.2%	3.09	0.91
5	AACRA proactively addresses potential stakeholder concerns throughout the project lifecycle.	1	14	35	28	9		
		1.1%	16.1%	40.2%	32.2%	10.3%	3.34	0.91
6	AACRA fosters a collaborative environment that earns the ongoing support of stakeholders.	1	17	21	35	13		
		1.1%	19.5%	24.1%	40.2%	14.9%	3.48	1.01
Average							3.14	

Source: own survey, 2024

1. Opportunities to Contribute to Project Scope:

- This question measures stakeholders' opportunities to contribute to defining the project scope during the early stages of road construction projects.
- The mean score is 2.95, with a standard deviation of 0.91.
- Interpretation: The mean score suggests that stakeholders feel they have below-average opportunities to contribute to project scope definition. The standard deviation indicates moderate agreement among respondents.

2. Understanding Stakeholder Expectations:

- This question assesses AACRA's efforts to actively understand stakeholder expectations from the outset of road construction projects.
- The mean score is 2.84, with a standard deviation of 0.97.

- Interpretation: The mean score indicates that stakeholders feel AACRA could be more proactive in understanding their expectations. The standard deviation shows some variability in responses.
3. Communication of Project Aims and Objectives:
- This question evaluates how AACRA communicates project aims and objectives to stakeholders at the beginning of each project.
 - The mean score is 3.14, with a standard deviation of 0.78.
 - Interpretation: The mean score suggests that stakeholders find AACRA's communication of project aims and objectives to be average. The lower standard deviation points to more consistent responses.
4. Involvement in Defining Success Factors:
- This question examines stakeholders' involvement in defining success factors and criteria for road construction projects.
 - The mean score is 3.09, with a standard deviation of 0.91.
 - Interpretation: The score indicates that stakeholders feel they are somewhat involved in defining success factors, but there is room for improvement. The standard deviation suggests moderate agreement among respondents.
5. Addressing Stakeholder Concerns:
- This question assesses how proactively AACRA addresses potential stakeholder concerns throughout the project lifecycle.
 - The mean score is 3.34, with a standard deviation of 0.91.
 - Interpretation: The mean score suggests that stakeholders believe AACRA is fairly proactive in addressing concerns. The standard deviation indicates moderate agreement among respondents.
6. Fostering a Collaborative Environment:
- This question measures AACRA's ability to foster a collaborative environment that earns the ongoing support of stakeholders.
 - The mean score is 3.48, with a standard deviation of 1.01.
 - Interpretation: The score indicates that stakeholders generally feel AACRA fosters a collaborative environment. The standard deviation shows some variability in responses.

Overall Implications:

- The average mean score for Stakeholder Engagement is 3.14, which is consistent with the average for Stakeholder Identification (3.24) and lower than Stakeholder Communication (3.49). This suggests that stakeholders view AACRA's engagement efforts as average.
- The aspect with the most room for improvement is understanding stakeholder expectations, as indicated by the lowest mean score.
- The aspect rated highest by stakeholders is fostering a collaborative environment, which is essential for project success.

4.5.1. Discussion

The survey findings on stakeholder engagement present a mixed picture for AACRA. While the organization is perceived as fostering a collaborative environment, the low scores for providing opportunities for stakeholders to contribute to project scope and understanding stakeholder expectations suggest a need for more active stakeholder involvement in the early stages of projects.

To address this concern, AACRA should prioritize engaging stakeholders from the outset of each project, involving them in the process of defining the project scope and setting objectives. This proactive approach can help ensure alignment between the project goals and the diverse needs and expectations of stakeholders. By actively seeking and incorporating stakeholder inputs during the initial planning phases, AACRA can increase the likelihood of delivering outcomes that meet stakeholder requirements and enhance overall project success, as highlighted by Bourne and Walker (2005).

Furthermore, AACRA should consider holding regular stakeholder meetings and workshops throughout the project lifecycle. These interactive sessions can serve as platforms for ongoing dialogue, collaboration, and addressing stakeholder concerns as they arise. By creating a dedicated space for stakeholders to voice their opinions, provide feedback, and contribute to decision-making processes, AACRA can foster a sense of ownership and buy-in among stakeholders, ultimately leading to more successful project outcomes.

This approach aligns with the recommendations put forth by Bryson (2018), who emphasizes the importance of continuous stakeholder engagement and collaborative decision-making for effective project management. By actively involving stakeholders, AACRA can gain valuable insights, identify potential risks or conflicts early on, and make informed decisions that account for diverse perspectives and interests.

In summary, to enhance stakeholder engagement and ensure project success, AACRA should focus on involving stakeholders from the outset, incorporating their inputs into project scope definition and objective setting. Additionally, establishing regular stakeholder meetings and workshops can create an ongoing dialogue, fostering collaboration and addressing stakeholder concerns throughout the

project lifecycle. By adopting these practices, AACRA can strengthen its stakeholder relationships, increase transparency, and ultimately deliver projects that better align with stakeholder expectations and needs.

4.5.2. Relation to Research Papers:

AACRA's stakeholder engagement practices, while demonstrating a collaborative environment, reveal areas for improvement consistent with existing research. The need for greater stakeholder involvement in project scope definition (2.95) aligns with Bourne and Walker (2005)'s emphasis on early engagement for aligning project goals with stakeholder expectations. Similarly, the call for more proactive understanding of stakeholder expectations (2.84) echoes Jepsen and Eskerod (2009)'s findings on reducing conflicts and enhancing project satisfaction. While communication of project aims and objectives shows average performance (3.14), Yang, Wang, and Jin (2014) underscore its importance for stakeholder buy-in. Moderate stakeholder involvement in defining success factors (3.09) highlights the need for greater participation in setting criteria, as suggested by Yang et al. (2009). AACRA's proactive approach to addressing stakeholder concerns (3.34) is supported by Chinyio and Akintoye (2008)'s findings on building trust. Finally, AACRA's success in fostering a collaborative environment (3.48) reinforces its significance for project success, as emphasized by Freeman (1984) and Pinto and Slevin (1987).

4.6 Stakeholder Empowerment

TABLE 4.6: STAKEHOLDER EMPOWERMENT 1

NO	4. Stakeholder Empowerment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
1	AACRA actively maintains stakeholder motivation and commitment throughout the project lifecycle.	2	13	26	31	15		
		2.3%	14.9%	29.9%	35.6%	17.2%	3.51	1.02
2	Stakeholders feel empowered to participate in the decision-making processes related to road construction projects.	0	5	25	41	16		
		0.0%	5.7%	28.7%	47.1%	18.4%	3.78	0.81
3	AACRA provides stakeholders with opportunities to monitor project progress and provide feedback.	8	30	33	12	4		
		9.2%	34.5%	37.9%	13.8%	4.6%	2.70	0.98
4	Stakeholders feel empowered to identify and negotiate their objectives in relation to road construction projects.	15	32	24	14	2		
		17.2%	36.8%	27.6%	16.1%	2.3%	2.49	1.03
Average							3.12	

Source: own survey, 2024

1. Maintaining Motivation and Commitment:

- This question assesses AACRA’s effectiveness in actively maintaining stakeholder motivation and commitment throughout the project lifecycle.
- The mean score is 3.51, with a standard deviation of 1.02.
- Interpretation: The mean score suggests that stakeholders generally agree that AACRA maintains their motivation and commitment. The standard deviation indicates some variability in responses.

2. Participation in Decision-Making:

- This question evaluates whether stakeholders feel empowered to participate in the decision-making processes related to road construction projects.
- The mean score is 3.78, with a standard deviation of 0.81.
- Interpretation: A mean score closes to 4 indicates that stakeholders feel quite empowered to participate in decision-making. The lower standard deviation suggests more consistent agreement among respondents.

3. Opportunities to Monitor and Provide Feedback:

- This question measures the opportunities AACRA provides to stakeholders to monitor project progress and provide feedback.
- The mean score is 2.70, with a standard deviation of 0.98.
- Interpretation: The mean score below 3 indicates that stakeholders feel there are inadequate opportunities to monitor and provide feedback on project progress. The standard deviation shows a fair amount of variation in responses.

4. Empowerment to Identify and Negotiate Objectives:

- This question assesses whether stakeholders feel empowered to identify and negotiate their objectives in relation to road construction projects.
- The mean score is 2.49, with a standard deviation of 1.03.
- Interpretation: The lowest mean score in this section suggests that stakeholders feel the least empowered to identify and negotiate their objectives. The standard deviation indicates a significant spread in responses.

Overall Implications:

- The average mean score for Stakeholder Empowerment is 3.12, which is slightly lower than the averages for Stakeholder Identification (3.24) and Stakeholder Communication (3.49), and consistent with Stakeholder Engagement (3.14). This suggests that stakeholders view AACRA's empowerment efforts as average.
- The aspect with the most room for improvement is stakeholders' empowerment to identify and negotiate their objectives, as indicated by the lowest mean score.
- The aspect rated highest by stakeholders is their participation in decision-making processes, which is crucial for feeling empowered and involved.

4.6.1. Discussion

The survey results indicate that stakeholders feel moderately empowered by AACRA, with the highest score being for participation in decision-making processes. However, the low score for empowering stakeholders to identify and negotiate their objectives reveals a crucial area for improvement in AACRA's stakeholder management practices.

To address this issue, AACRA should focus on empowering stakeholders by providing them with opportunities to actively shape project objectives, rather than merely participating in decisions that have already been made. This proactive approach to stakeholder empowerment can foster a sense of ownership and buy-in among stakeholders, ultimately contributing to more successful project outcomes.

One way to achieve this could be through the organization of workshops specifically focused on objective setting and negotiation. These workshops would serve as dedicated platforms for stakeholders to voice their perspectives, identify their specific objectives, and negotiate their incorporation into project plans. By facilitating open discussions and collaborative decision-making processes, AACRA can ensure that stakeholder objectives are properly understood and integrated into project objectives.

Additionally, AACRA could establish clear guidelines and procedures for stakeholder input in project planning. These guidelines should outline the specific stages at which stakeholder input will be solicited, the mechanisms for providing feedback, and the processes for considering and incorporating that feedback into project plans. By formalizing these procedures, AACRA can demonstrate a commitment to stakeholder empowerment and create a transparent environment that encourages stakeholder participation.

Furthermore, AACRA could consider providing training and capacity-building opportunities to enhance stakeholders' knowledge and skills related to road construction projects. By equipping stakeholders with relevant technical knowledge and negotiation skills, AACRA can empower them to engage more effectively in project discussions, better articulate their objectives, and negotiate more effectively to ensure their needs are met.

By implementing these measures, AACRA can foster a more inclusive and participatory project environment, where stakeholders are empowered to actively shape project objectives and have a meaningful voice in decision-making processes. This approach not only aligns with best practices in stakeholder management but also contributes to increased stakeholder satisfaction, improved project outcomes, and stronger relationships between AACRA and its stakeholder communities.

4.6.2. Relation to Research Papers:

AACRA's stakeholder empowerment practices reveal both strengths and areas for improvement, reflecting key themes in stakeholder management research. Maintaining stakeholder motivation and commitment is perceived as a strength (3.51), aligning with Turner and Müller (2004)'s assertion that sustained motivation is vital for project success. Stakeholders feel empowered to participate in decision-making (3.78), supporting Arnstein (1969)'s emphasis on participation as a means of achieving genuine empowerment. However, opportunities for monitoring and providing feedback (2.70) are viewed as inadequate, echoing Bourne (2005)'s findings on the importance of transparency and trust. Crucially, stakeholders feel least empowered to identify and negotiate their objectives (2.49), highlighting a need for AACRA to enhance stakeholder influence in shaping project objectives, as emphasized by Freeman (1984) and Mitchell, Agle, and Wood (1997).

4.7 Risk Control

TABLE 4.7: RISK CONTROL 1

N O	5. Risk Control	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
1	AACRA effectively assesses the probability and impact of potential risks (threats and opportunities) related to stakeholder engagement.	0	12	32	28	15		
		0.0%	13.8%	36.8%	32.2%	17.2%	3.53	0.94
2	AACRA communicates potential risks and mitigation strategies to all relevant stakeholders.	2	30	27	23	5		
		2.3%	34.5%	31.0%	26.4%	5.7%	2.99	0.97
3	Risk response plans are developed and implemented to address potential challenges arising from stakeholder engagement.	2	17	33	17	18		
		2.3%	19.5%	37.9%	19.5%	20.7%	3.37	1.09
Average							3.30	

Source: own survey, 202

1. Assessment of Risks Related to Stakeholder Engagement:

- This question evaluates AACRA’s effectiveness in assessing the probability and impact of potential risks (threats and opportunities) related to stakeholder engagement.
- The mean score is 3.53 and standard deviation of 0.94.
- Interpretation: The mean score suggests that stakeholders generally agree that AACRA effectively assesses risks related to engagement. The standard deviation indicates a moderate level of agreement among respondents.

2. Communication of Risks and Mitigation Strategies:

- This question assesses how well AACRA communicates potential risks and mitigation strategies to all relevant stakeholders.
- The mean score is 2.99 and standard deviation of 0.97.
- Interpretation: The mean score just below 3 indicates that stakeholders feel AACRA’s communication of risks and mitigation strategies could be improved. The standard deviation shows a fair amount of variation in responses.

3. Development and Implementation of Risk Response Plans:

- This question measures the development and implementation of risk response plans to address potential challenges arising from stakeholder engagement.
- The mean score is 3.37 and standard deviation of 1.09.
- Interpretation: The mean score above 3 suggests that stakeholders believe AACRA is somewhat effective in developing and implementing risk response plans. The higher standard deviation reflects a wider range of opinions.

Overall Implications:

- The average mean score for Risk Control is 3.30, which is consistent with the averages for Stakeholder Identification (3.24), Engagement (3.14), and Empowerment (3.12), and slightly lower than Communication (3.49). This suggests that stakeholders view AACRA's risk control efforts as moderately effective.
- The aspect with the most room for improvement is the communication of risks and mitigation strategies, as indicated by the lowest mean score.
- The highest-rated aspect is the assessment of risks related to stakeholder engagement, which is essential for effective risk management

4.7.1. Discussion

The survey findings indicate that while AACRA is effective in assessing risks related to stakeholder engagement, there is room for improvement in communicating these risks and their corresponding mitigation strategies to stakeholders. Transparent and clear communication of risks is crucial for building stakeholder trust and ensuring that stakeholders have a comprehensive understanding of potential challenges that may arise during the project lifecycle, as emphasized by Jepsen and Eskerod (2009).

To address this gap, AACRA should prioritize the development of detailed risk communication plans. These plans should outline specific strategies for how and when risk-related information will be shared with stakeholders, confirming that the communication process is clear, consistent and accessible to all relevant stakeholders.

The risk communication plans should encompass various aspects, including the frequency of risk updates, the communication channels to be utilized (e.g. email, social media, meetings) and the responsible parties for disseminating risk information. Additionally, these plans should specify the level of detail and format in which risk information will be presented, ensuring that stakeholders can easily know the nature of the risks, their potential impacts and the corresponding mitigation strategies.

Furthermore, AACRA should consider establishing dedicated platforms or forums for stakeholders to engage in discussions around risk management. These platforms could facilitate two-way

communication, allowing stakeholders to raise concerns, seek clarification, and provide feedback on risk management approaches. By actively involving stakeholders in the risk communication process, AACRA can foster a sense of transparency, build trust, and ensure that stakeholders feel informed and empowered to make informed decisions.

Effective risk communication is a critical component of stakeholder management, as it not only keeps stakeholders informed but also helps to manage their expectations and align their understanding with project realities. By implementing comprehensive risk communication plans and fostering open dialogue, AACRA can address stakeholder concerns proactively, mitigate potential conflicts, and enhance stakeholder confidence in the organization's ability to navigate challenges effectively.

4.7.2. Relation to Research Papers:

AACRA demonstrates moderate effectiveness in risk control, particularly in assessing stakeholder-related risks (3.53), supporting Bourne and Walker's (2005) emphasis on accurate risk identification for successful project outcomes. However, communication of risks and mitigation strategies needs improvement (2.99), reinforcing Jepsen and Eskerod's (2009) argument that transparent communication is vital for aligning stakeholder expectations and enhancing collaboration. While the development and implementation of risk response plans show moderate effectiveness (3.37), Reed et al. (2009) highlight the need for robust plans to proactively manage stakeholder-related challenges. AACRA should prioritize clear and effective risk communication to build stakeholder trust and ensure project success, as emphasized by Olander (2007).

4.8 Project Success

TABLE 4.8: PROJECT SUCCESS 1

N O	6. Project Success	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
		1	AACRA's road construction projects are generally completed on time and within budget.	4 4.6%	20 23.0%	43 49.4%	17 19.5%	3 3.4%
2	The outcomes of AACRA's road construction projects are sustainable and provide long-term benefits.	0 0.0%	0 0.0%	18 20.7%	45 51.7%	24 27.6%	4.07	0.70
3	AACRA's road construction projects effectively address the needs and priorities of the community.	0 0.0%	1 1.1%	13 14.9%	33 37.9%	40 46.0%	4.29	0.76
4	Stakeholders are satisfied with the implementation process of AACRA's road construction projects.	1 1.1%	23 26.4%	32 36.8%	25 28.7%	6 6.9%	3.14	0.93
5	AACRA's road construction projects contribute to improved quality of life and economic development in Addis Ababa.	0 0.0%	5 5.7%	20 23.0%	37 42.5%	25 28.7%	3.94	0.87
Average							3.68	

Source: own survey, 2024

1. Completion on Time and Within Budget:

- This question assesses whether AACRA's road construction projects are generally completed on time and within budget.
- The mean score is 2.94 and a standard deviation of 0.87.
- Interpretation: The mean score suggests that stakeholders perceive AACRA's projects as generally meeting time and budget constraints. The standard deviation indicates some variability in responses.

2. Sustainable Outcomes and Long-Term Benefits:

- This question evaluates whether the outcomes of AACRA's road construction projects are sustainable and provide long-term benefits.
- The mean score is 4.07 and a standard deviation of 0.70.

- Interpretation: The high mean score indicates strong agreement that AACRA's projects yield sustainable and beneficial outcomes. The low standard deviation implies consistent opinions.

3. Addressing Community Needs and Priorities:

- This question measures how effectively AACRA's road construction projects address the needs and priorities of the community.
- The mean score is 4.29 and a standard deviation of 0.76.
- Interpretation: The highest mean score in this section suggests that stakeholders strongly believe AACRA's projects align well with community needs and priorities. The low standard deviation reflects consistent agreement.

4. Stakeholder Satisfaction with Implementation Process:

- This question assesses stakeholders' satisfaction with the implementation process of AACRA's road construction projects.
- The mean score is 3.14 and a standard deviation of 0.93.
- Interpretation: The mean score indicates moderate satisfaction with the implementation process. The standard deviation shows some variation in responses.

5. Quality of Life and Economic Development Impact:

- This question explores whether AACRA's road construction projects contribute to improved quality of life and economic development in Addis Ababa.
- The mean score is 3.94 and a standard deviation of 0.87.
- Interpretation: The score suggests that stakeholders perceive AACRA's projects as positively impacting quality of life and economic development. The standard deviation indicates some variability in opinions.

Overall Implications:

- The average mean score for Project Success is 3.68, which is consistent with the averages for Stakeholder Identification (3.24), Communication (3.49), Engagement (3.14) and Empowerment (3.12). This suggests that stakeholders view AACRA's project success as moderately effective.
- The aspect with the most room for improvement is completion on time and within budget, as indicated by the lowest mean score.
- The highest-rated aspect is addressing community needs and priorities, which is crucial for overall project success

4.8.1. Discussion

The survey results present a mixed picture regarding AACRA's project implementation and outcomes. While stakeholders acknowledge that AACRA's projects address community needs and contribute to long-term benefits, the low score for completing projects on time and within budget raises concerns about the organization's project management practices and their ability to deliver projects effectively.

This issue is further compounded by the moderate score for stakeholder satisfaction with the implementation process, indicating that while some aspects of project implementation are handled well, there are areas where AACRA could enhance its strategies to improve overall stakeholder satisfaction.

To address these challenges, AACRA should undertake a comprehensive review of its project management practices and implementation strategies. This review should involve identifying potential blocks, inefficiencies or gaps in resource allocation that may be contributing to project delays and budget overruns. Additionally, AACRA should assess its project planning processes, ensuring that realistic timelines and budgets are established from the outset, taking into account potential risks and contingencies.

Furthermore, AACRA should explore opportunities to enhance stakeholder engagement and collaboration during the implementation phase. This could involve establishing regular progress updates and communication channels to keep stakeholders informed about project milestones, challenges faced, and mitigation strategies. By fostering transparency and open communication, AACRA can manage stakeholder expectations more effectively and address concerns promptly, thereby improving overall satisfaction with the implementation process.

Additionally, AACRA could consider conducting post-project evaluations or debriefings with stakeholders to gather feedback on the implementation process. This feedback can provide valuable insights into areas that require improvement, such as communication, responsiveness, or specific aspects of project execution. By actively seeking and incorporating stakeholder feedback, AACRA can continuously refine its implementation strategies and enhance stakeholder satisfaction over time.

Effective project management and stakeholder engagement during implementation are critical for ensuring that AACRA's projects are delivered on time, within budget, and with high levels of stakeholder satisfaction. By addressing these areas proactively, AACRA can strengthen its reputation as a reliable and effective organization, better meet community needs, and contribute to long-term benefits for the communities it serves.

4.8.2. Relation to Research Papers

AACRA demonstrates moderate effectiveness in project success (3.68), achieving high scores for sustainable outcomes (4.07) and addressing community needs (4.29), aligning with Turner (2009)'s emphasis on long-term benefits and Olander and Landin (2005)'s view on the importance of aligning projects with community needs. However, challenges in completing projects on time and within budget

(2.94) highlight a need for improved project management practices, echoing Kerzner (2013)'s argument for effective time and cost management. Moderate stakeholder satisfaction with the implementation process (3.14) suggests areas for enhancing implementation strategies, as emphasized by Pinto and Slevin (1987) for achieving project success. The positive impact on quality of life and economic development (3.94) aligns with Esteves and Vanclay (2009)'s findings on the contribution of infrastructure projects to development.

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1 Summary

This study This research aimed to assess stakeholder management practices in the Addis Ababa City Road Authority (AACRA), specifically examining their practice in identifying, communicating with, engaging, and empowering stakeholders in road construction projects. The study also sought to understand the perceived successes and challenges of AACRA's stakeholder management practices in relation to project outcomes.

The research employed a quantitative methods approach, including surveys and a qualitative method involving literature analysis to enhance and reinforce the insights obtained from the quantitative data. The key dimensions of stakeholder management evaluated were identification, communication, engagement, empowerment, risk control, and overall project success.

Key Findings:

- **Stakeholder Identification:** AACRA's stakeholder identification processes demonstrate moderate effectiveness, as indicated by a mean score of 3.14 (on a 5-point Likert scale where 1 represents strong disagreement and 5 represents strong agreement). While stakeholders generally agree that AACRA identifies relevant stakeholders (3.14), there are gaps in understanding stakeholders' perceptions and expectations (3.22) and anticipating potential strategies stakeholders might use (3.09).
- **Stakeholder Communication:** AACRA's stakeholder communication practices show mixed results. While the organization effectively gathers information from stakeholders (3.59) and disseminates relevant project information consistently (3.57), the low score for establishing clear communication channels (2.97) suggests a need for improvement in this area. Stakeholders also expressed moderate agreement on AACRA's effectiveness in facilitating communication among different stakeholder groups (3.34).
- **Stakeholder Engagement:** AACRA is perceived to foster a collaborative environment (3.48), which is crucial for successful stakeholder engagement. However, stakeholders indicated below-average opportunities to contribute to defining the project scope during the early stages (2.95) and a need for AACRA to be more proactive in understanding stakeholder expectations from the outset (2.84).
- **Stakeholder Empowerment:** Stakeholders feel moderately empowered to participate in decision-making processes (3.78), but they expressed significantly lower levels of

empowerment regarding their ability to identify and negotiate their objectives (2.49) in relation to road construction projects. Providing opportunities for stakeholders to monitor project progress and provide feedback also received a low score (2.70).

- **Risk Control:** AACRA effectively assesses the probability and impact of potential risks related to stakeholder engagement (3.53). However, communicating these risks and mitigation strategies to stakeholders needs improvement (2.99). The development and implementation of risk response plans show moderate effectiveness (3.37).
- **Project Success:** Stakeholders strongly agree that AACRA's road construction projects contribute to sustainable outcomes (4.07), effectively address community needs (4.29), and have a positive impact on quality of life and economic development (3.94). However, there is room for improvement in completing projects on time and within budget (2.94), and stakeholder satisfaction with the implementation process is moderate (3.14).

5.2 Conclusion

The findings of this research, directly addressing the research questions and objectives, reveal a mixed picture of AACRA's stakeholder management practices. While the organization demonstrates strengths in maintaining stakeholder registers and fostering a collaborative environment, there are crucial areas for improvement. The research reveals gaps in identifying all relevant stakeholders, particularly marginalized or less powerful groups. This gap hinders the development of comprehensive stakeholder engagement strategies, as addressed by Research Question 1 and Objective 1.

Furthermore, the research highlights a need for AACRA to enhance its communication strategies. While stakeholders generally perceive information gathering and dissemination to be effective, the lack of clarity regarding communication channels presents a challenge to effective stakeholder communication, as explored in Research Question 2 and Objective 2.

The research also reveals that while AACRA fosters a collaborative environment, there are limitations in providing stakeholders with sufficient opportunities to contribute to project scope definition and for AACRA to actively understand stakeholder expectations from the outset. This finding directly addresses Research Question 3 and Objective 3, highlighting a need for more proactive and participatory stakeholder engagement practices.

Addressing Research Question 4 and Objective 4, the study found that stakeholders perceive moderate levels of empowerment, with opportunities for participation in decision-making being relatively high. However, stakeholders feel significantly less empowered to identify and negotiate their objectives related to road construction projects, indicating a critical area for improvement.

Finally, the research explored the successes and challenges in AACRA's stakeholder management practices related to project outcomes, as investigated in Research Question 4 and Objectives 4. While

stakeholders perceive a high degree of success in terms of sustainable outcomes, community benefits, and economic development, there is a need for improvement in completing projects on time and within budget.

By addressing these key areas, AACRA can move beyond a transactional approach to stakeholder management and cultivate a more collaborative and inclusive environment. This will not only improve stakeholder satisfaction and project outcomes but also contribute to more sustainable and impactful infrastructure development that benefits the community and aligns with Addis Ababa's long-term development goals.

5.3 Recommendations

Based on the research findings, the following recommendations are proposed to improve AACRA's stakeholder management practices:

1. Enhance Stakeholder Identification Processes:

AACRA should prioritize establishing a more structured and comprehensive stakeholder identification process. This could involve:

- **Developing a Stakeholder Identification Matrix:** This matrix could use categories like those suggested by Mitchell, Agle, and Wood (1997) – power, legitimacy, and urgency – to systematically identify all potential stakeholders related to a project.
- **Conducting Regular Stakeholder Mapping:** At project inception and at key milestones, AACRA should visually map out identified stakeholders to analyze their relationships, interests, and potential influence on the project (Bourne & Walker, 2005).

2. Improve Communication Strategies:

AACRA should move beyond simply having communication channels and instead focus on making those channels more effective:

- **Develop Detailed Communication Plans:** For each project, AACRA should develop a tailored communication plan that outlines the specific information needs of different stakeholder groups, preferred communication channels, frequency of communication, and responsible parties for dissemination (Yang, Wang, & Jin, 2014).
- **Utilizing a Multi-Channel Communication Approach:** Given the diverse preferences of stakeholders, AACRA should use a combination of communication methods such as face-to-face meetings, online platforms, newsletters, SMS updates, and community forums to ensure information reaches all stakeholders effectively (Lichter, Missimer, & Patzer, 2023).

- **Implementing a Feedback Mechanism:** AACRA should create a system for receiving and responding to stakeholder feedback in a timely and transparent manner (Chinyio & Akintoye, 2008). This could include dedicated email addresses, suggestion boxes at project sites, or online feedback forms.

3. Strengthen Stakeholder Engagement:

AACRA should focus on developing more active and meaningful stakeholder engagement practices by:

- **Creating Opportunities for Early Involvement:** Stakeholders should be engaged in the early stages of project planning, particularly during scope definition and objective setting, to ensure their perspectives are considered from the outset (Bourne & Walker, 2005).
- **Holding Regular Stakeholder Meetings and Workshops:** Organize structured meetings and workshops to facilitate dialogue, address concerns, and foster collaboration among stakeholders throughout the project lifecycle (Bryson, 2018).

4. Empower Stakeholders:

AACRA needs to implement practical measures to genuinely empower stakeholders:

- **Developing Capacity-Building Programs:** AACRA can organize training programs and workshops tailored to the needs of specific stakeholder groups. These programs can enhance their understanding of road construction projects and equip them with the knowledge and skills to engage effectively (Reed et al., 2009).
- **Creating a Stakeholder Resource Center:** Establish a physical or online resource center where stakeholders can access relevant project information, documents, and guidelines, ensuring transparency and enabling informed participation.
- **Establishing a Stakeholder Advisory Committee:** Form a committee comprising representatives from different stakeholder groups to provide input on project decisions, facilitate communication, and address concerns collectively (Aaltonen & Kujala, 2010).

5. Implement Proactive Risk Management:

AACRA should develop a robust risk management framework specifically tailored to address stakeholder-related risks:

- **Establishing Clear Risk Response Plans:** Develop detailed response plans for each identified risk, outlining mitigation strategies, responsible parties, and communication protocols to be implemented in case a risk materializes (PMI, 2021).

- Integrating Stakeholder Perspectives in Risk Assessments: AACRA should actively involve stakeholders in risk identification and assessment exercises to gain a more comprehensive understanding of potential risks and develop appropriate mitigation strategies.

By addressing these recommendations, AACRA can become more stakeholder-centric, contributing to more successful and sustainable infrastructure projects. Effective stakeholder management will not only improve project outcomes but also build stronger relationships with stakeholders, fostering long-term support and collaboration.

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APPENDIX



ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE DEPARTMENT OF PROJECT MANAGEMENT

Appendix 1: Questionnaire

Dear respondents

I am a graduate student in the Master's of Project Management program at Addis Ababa University's School of Commerce. As part of the requirements for the Master's program in Project Management at Addis Ababa University, School of Commerce, I am conducting research on "An Assessment of Stakeholder Management Practices in the Addis Ababa City Road Authority (AACRA)." Your participation in this study is crucial and will contribute to a better understanding of how AACRA manages stakeholders in its road construction projects.

Please take a few minutes to complete this questionnaire. Your responses will be kept strictly confidential and used solely for academic purposes. Your honest feedback will provide valuable insights into the effectiveness of AACRA's stakeholder management practices and help identify areas for potential improvement.

Thank you for your Participation!

Jibrel Mengistu

Email: jibrel.mengistu@gmail.com

Instructions :

Please indicate your level of agreement or disagreement with each statement using the following scale by placing in ✓ the appropriate box:

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Please answer all questions to ensure the completeness and objectivity of the research.

Thank you for your Participation

Section 1: General Information

No	Characteristics	Choices	
1	Gender	A. Male	B. Female
2	Age	A. 20-30	B. 31-40
		C. 41-50	D. Above 50
3	Years of experience in project work in the current organization or others	A. 0-5 years	B. 6-10 years
		C. 11-15 years	D. Above 15 Years
4	Education Level	A. Diploma	B. BA/BSc
		C. MA/MSc	D. Other _____
5	Select the role you have in the current work, if more than one, please choose your dominant role	A. Project manager/Coordinator	B. Project Team Memb.
		C. Engineer	D. technical specialist (including human resource, finance, logistic and related)
		E. others	

Section 2: stakeholder identification

Please indicate your level of agreement or disagreement with ✓ mark

1. Strongly Disagree
Neutral

2. Disagree

3.

4. Agree

5. Strongly Agree

Stakeholder identification		1	2	3	4	5
1	AACRA effectively identifies all relevant stakeholders at the beginning of road construction projects.					
2	AACRA analyzes the interests and potential impact of stakeholders at the project's outcome.					
3	AACRA understands stakeholders' perceptions and expectations regarding road construction projects from the beginning.					
4	AACRA clearly defines the roles and responsibilities of different stakeholder groups early in the project.					
5	AACRA anticipate potential strategies stakeholders might use to influence project outcomes.					
6	AACRA maintains a comprehensive stakeholder registers for each road construction project.					

Section 3: stakeholder communication

Stakeholder communication		1	2	3	4	5
1	AACRA establishes clear communication channels with stakeholders at the beginning of each project					
2	AACRA gathers accurate and relevant information from stakeholders throughout the project life cycle.					
3	AACRA effectively stores and manages stakeholder information for future reference.					
4	AACRA disseminates relevant project information to stakeholders consistently and transparent throughout the project lifecycle.					
5	Stakeholders have opportunities to readily communicate with the project management team.					
6	AACRA facilitates communication and information exchange among different stakeholder groups					

Section 4: stakeholder engagement

Stakeholder engagement		1	2	3	4	5
1	Stakeholders have opportunities to contribute to defining the project scope during the early stages of road construction projects.					
2	AACRA actively seeks to understand stakeholder expectations from the outset of road construction projects.					
3	Unreflectively communicates project aims and objectives to stakeholders at the beginning of each project.					
4	Stakeholders are involved in defining success factors and criteria for road construction projects.					
5	AACRA proactively addresses potential stakeholder concerns throughout the project lifecycle.					
6	AACRA fosters a collaborative environment that earns the ongoing support of stakeholders.					

Section 5: stakeholder empowerment

Stakeholder empowerment		1	2	3	4	5
1	AACRA actively maintains stakeholder motivation and commitment throughout the project lifecycle.					
2	Stakeholders feel empowered to participate in the decision-making processes related to road construction projects.					
3	AACRA provides stakeholders with opportunities to monitor project progress and provide feedback.					
4	Stakeholders feel empowered to identify and negotiate their objectives in relation to road construction projects.					

Section 6: Risk control

Risk control		1	2	3	4	5
1	AACRA effectively assesses the probability and impact of potential risks (threats and opportunities) related to stakeholder engagement.					
2	AACRA communicates potential risks and mitigation strategies to all relevant stakeholders.					
3	Risk response plans are developed and implemented to address potential challenges arising from stakeholder engagement.					

Section 7: Project Success And Stakeholder Satisfaction

Project Success		1	2	3	4	5
1	AACRA's road construction projects are generally completed on time and within budget.					
2	The outcomes of AACRA's road construction projects are sustainable and provide long-term benefits.					
3	AACRA's road construction projects effectively address the needs and priorities of the community.					
4	Stakeholders are satisfied with the implementation process of AACRA's road construction projects.					
5	AACRA's road construction projects contribute to improved quality of life and economic development in Addis Ababa.					