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SCHOOL OF COMMERCE
COLLEGE OF BUSINESS AND ECONOMICS**

**TITLE; RELATIONSHIP BETWEEN STAKEHOLDER ENGAGEMENT
AND PROJECT PERFORMANCE IN THE CASE OF ETHIOPIAN ROAD
AUTHORITY**

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CANDIDATE'S DECLARATION

I declare that this project work entitled "RELATIONSHIP BETWEEN STAKEHOLDER ENGAGEMENT AND PROJECT PERFORMANCE IN THE CASE OF ETHIOPIAN ROAD AUTHORITY" is my original work. This thesis has not been presented for any other university and is not concurrently submitted in candidature of any other degree, and that all sources of material used for the thesis have been duly acknowledged.

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Signature: _____

Date: _____

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Acronyms

SE – stakeholder engagement

SIA - Stakeholder identification and analysis

ID - Information disclosure

SC - Stakeholder consultation

GM - Grievance management

SIM - Stakeholder involvement in project monitoring

RS - Reporting to stakeholders

NP - Negotiation and partnership

MF - Management function

IFC - International Financial Corporation

ERA - Ethiopian Road Authority

PP - Project performance

PSE - project stakeholder engagement

Abstract

Stakeholder engagement in project management plays a critical role in project performance. In Ethiopia, Ethiopian Road Authority initiated vast road construction Projects dividing its roll in 5 regions; this has involved a number of stakeholders, The specific objectives of this paper is to assess the relationship between stakeholder engagement and project performance on Ethiopian road authority . This study adopted descriptive survey research design as it enabled collection of data to answer to research questions. The target population used for the study was the stakeholder including ERA, consultant and contractor. The study population was 58 who were project managers, team leaders, resident engineers and project engineers (counterpart engineers). And there was 51 respondents. The questionnaire used to collect primary data was 5 steps Likert scale and Secondary data was collected from organizations reports. The collected data was edited for completeness and consistency and then coded and entered into SPSS for analysis. Descriptive analysis such as percentage, frequencies, means and standard deviations was used to analyze quantitative data. Analysis of correlation examines the relationship between stakeholders' engagement and project performance focusing on Ethiopian Road Authority. The study revealed that stakeholder engagement has significance influence on project Performance.

CHAPTER ONE

Introduction

1.1 Background of the study

Projects management can be complicated especially on developing country like Ethiopia, there are different types of projects and each one is characterized by its own attributes. Among this different types construction projects are one of the biggest. 'In Ethiopia, the construction industry is the highest recipient of government budget in terms of government development program, Consequently public construction projects consume an average annual rate of nearly 60% of the government's capital budget' (Werku Koshe & K. N. Jha, 2016). According to (Tadesse Ayalew, Zakaria Dakhl & Zoubeir Lafhaj, 2016) The Ethiopian construction industry can be viewed in six distinct periods for its evolution.

According to (Mebrhit Weldegebriel, 2018) Road constructions projects in Ethiopia are means through which development strategies are achieved. Following the shift from a command-based economy to a market oriented one in 1991, ERA was reestablished by proclamation No.63/1993 with a view to providing a strong administration under the leadership of a Board. As part of its reform, the government assigned administration of rural roads to the regional self-governments and main roads to ERA as part of the Federal Government's responsibility. ERA was again re-established by proclamation No. 80/1997 with the objective to develop and administer highways, and to ensure the standard of road construction. With the establishment of the new cabinet of Ministers in October 2001, a Ministry of Infrastructure and later on Ministry of Works and Urban Development has been formed with the responsibility of developing the infrastructure of the nation. ERA, which is one of the organizations under the Ministry of Works and Urban Development and accountable to the Board, is responsible for planning and formulating long and short term plans and programs for road construction, design, maintenance of trunk and major link roads, as well as for administration of contracts. ERA have 5 regional offices which are Northern, Southern, Eastern, Western and Central ERA Regional Offices. Currently responsibilities of ERA are network planning; management of contract projects and force account operations.

Projects on various cases are subject to schedule, cost and schedule overruns from time to time. Tadesse Ayalew, Zakaria Dakhli & Zoubeir Lafhaj (2016) have conducted Assessment on Performance and Challenges of Ethiopian Construction Industry and identified time overrun (70% of projects), cost overrun (average 14% of contract cost), and waste generation (approximately 10% of material cost) . According to (Werku Koshe ,K. N. Jha,2016) one of the Causes of Construction Delay in Ethiopian Construction Industries was lack of skilled professional in Construction Project Management in Contractor Organization .

According to (Mebrehet, 2018) road construction projects in Ethiopia suffer from several issues but stakeholder management issues is one of them and it was also among the factors that were identified as important but have not been applied by all practitioners.

According to “A Guide to Project Management Body of knowledge 2000 edition” page (15-16), project stakeholders are described as individuals and organizations that are actively involved in the project or whose interests may be positively or negatively affected as a result of project execution or project completion. According charlotte (managing stakeholder), this stakeholders can be can be internal and external, owners and investors, sellers and contractors, government agencies and media outlets, individual citizens and society at large. For a better and appropriate management strategies and effectively engaging stakeholders in project decisions and execution stakeholder management is necessary. Stakeholder management is a widely studied area, according to, (Morehouse consulting ltd, May 2007), stakeholder management is the identification of analysis and planning of actions to communicate with, negotiate with and influence stakeholders. A Guide to Project Management study of knowledge 5th edition page (391- 413), illustrates stakeholder management system containing 4 steps to its process and one of these processes is stakeholder engagement which is the most important and center of the project stakeholder management system.

Stakeholder engagement is the direct involvement of both staff and constituents, i.e., families and youth; in providing ongoing input and support that assists the department in the successful fulfillment of its mission, (stakeholder engagement tools for action toolkit). Different studies have been conducted on stakeholder’s engagement process. Stakeholder engagement is a dynamic process, have its own components, and according to the PMBOOK 5th edition, 2013 (391-413) stakeholder engagement have its own inputs, tools and outputs.

The research done by (Herry Pintardi Chandra, Indarto, putu artama wguna , peter ,f kaming) says , Limitation are unavoidable although extensive efforts were taken into this study which is focus in stakeholder engagement to find out the influence on project success. Randi L. Sims & Steven B. Kramer (2015) states Stakeholder Engagement Allows the project manager to increase support and minimize resistance from stakeholders, significantly increasing the chances to achieve project success. (Leonardo Lopes & Antonio Vico Mañas, 2013) have pointed out some of the stakeholder engagement process as the causes for delays in it projects. Project performances varies from projects to projects , as seen above stakeholders engagement being the drawback for good project performance when it is not implemented correctly will rise the questions of what is stakeholder engagement and what are the components of stakeholder engagement and how could they be related to project performance. (Madeeha Shah & Imran Haider Naqvi , 2014) have results that show external stakeholder's engagement had significant effect on the project portfolio management success.

Therefore managing what can be a sometimes difficult but ultimately rewarding process, project engagement should be employed and integrated into management systems at each stage for different reasons on top stakeholder engagement being as a core process of stakeholder management it have a great roll on the on project performance . The purpose of this research is to assess effect of major stakeholder's engagement on project performance in the case of Ethiopian Road Authority construction projects on central region.

1. 2 statement of the problem

According to “A Guide to Project Management Body of knowledge 2000 edition” page (1-16); Project management is application of knowledge, skills, tools and techniques to project activities to meet project requirements and, project stakeholders are described as individuals and organizations that are actively involved in the project or whose interests may be positively or negatively affected as a result of project execution or project completion.

This stakeholders can affect the project positively or negatively and because of that there is a mechanism that will allow the project manager or owner to control and manage their activities which is called project stakeholder management, according to “A Guide to Project Management Body of knowledge 5th edition” 2013 within this management process project stakeholder

engagement is listed as the 3rd and the most important step out of the four project stakeholder management process

Morehouse consulting ltd (May 2007) states that one of the common causes of project failure is lack of effective engagement with stakeholders. An article on Stakeholders Impact Analysis on Road Construction Project Management in Ethiopia A Case of Western Region done by (Sintayehu Assefa, Zewudu Tefera Worke and Murad Mohammed states, 2014) states “In developing countries like Ethiopia the project management system is not similar to that of the developed countries, claims appear in almost all construction industry mostly they are not easily resolved and delays behind the schedule are common problems shown in Ethiopia. One of the challenges comes from stakeholders who want their needs to be satisfied and the poor participation of some of them”. In most cases it is common to observe problems like re-work of already constructed roads because of negligence to work with all stakeholders, disturbance of utilities (water and electric power) on the residents surrounding the projects, lagging projects, uncooperative environment with local administrative and local community, bad resource management and delays with shipment of resource needed for work and others. Especially in Ethiopia this problems which arise from lack of stakeholder engagement run deep to the core.

In line with this, different studies have been made concerning stakeholder engagement within different countries some of this are; Strategies of Engagement Lessons from the Critical Examination of Collaboration and Conflict in an Inter-organizational Domain (Cynthia Hardy and Nelson Phillips ,1998) , Impact of external stakeholder’s engagement on project portfolio Management success, IT industry in Lahore Pakistan by (Madeeha Shah and Imran Haider Naqvi,2014), An Investigation on the Stakeholders of Construction Projects in Dubai and Adjacent Regions (Mohamad Malkat & Kang Byung-Gyoo, 2017) , Rethinking the link between public engagement and project success (Vivien W Y Chow & Roine Leiringer ,2017) , The stakeholders ability to influence the relationship between company’s financial performance CFPand corporate social responsibility CSR (2015), Stakeholder Analysis: The Key to Balanced Performance Measures (Robert M. Curtice , 2006) , perspectives of stakeholder engagement in project requirements, planning and control (Panagiotis & Salteris, 2015)

There are also studies done in Ethiopia on stakeholder in different sectors like; “The role of project stakeholder’s management on performance of public projects in Ethiopia (Demitu

Kelbessa, 2016), Stakeholders Impact Analysis on Road Construction Project Management in Ethiopia: A Case of Western Region (Sintayehu Assefa, Zewudu Tefera Worke & Murad Mohammed, 2015).

However, to the best of the researcher's knowledge there was no research work done focusing on the effect of major stakeholder engagement on project performance in the case of Ethiopian Road Authority construction projects on central region. Therefore this study will try to see through this area and try to focus on shading a light on this gap

1.3 Basic research questions

- How the Stakeholder's Engagement practice look like within the company
- What are the variables that affect the Stakeholder Engagement
- How is the relationship between stakeholder engagement and the project performance

1.4 Objective of the study

1.4.1 General objective

The general objective of the study is to capture the relationship between stakeholder's engagement practice and project performance in the case of Ethiopian Road Authority.

1.4.2 Specific objective

- To assess the stakeholder engagement practice on the projects of ERA
- To assess the relationship between stakeholder engagement and project performance
- Identify common areas of problem on stakeholder engagement process
- To came up with possible recommendation for solution to the problems of stakeholder engagement process for greater project performance within the company

1.5 Scope of the study

The performance of the projects is affected by different reasons and one tends to be stakeholders. The scope of this thesis is basically to study the relationship of project stakeholder engagement which is the combination of eight components (stakeholder identification and analysis, information disclosure, stakeholder consultation, negotiation and partnership grievance

management, stakeholder involvement in project monitoring, reporting to stakeholders and management function) on ERA projects on central region.

Ethiopian road authority have 5 regional offices which handles the projects done around their area and this are North, South, East ,West and central regional offices . For this research due to time limitation and proximity to the office for gathering data the researcher's scope is on the central regional office which was at Alemgena town but recently the office resides at the head office of ERA, Mexico sub city near Addis Abeba University of commerce. Though the scope is limited to central region of ERA the output of the study will be equally significant to all other areas.

1.6 Significance of the paper

The study will have the following potential significances

- It will provide a more elaborated perspective on who are the project stakeholders and their role on road construction projects of ERA
- It will provide the reader information on how stakeholder's engagement practice is being planned and implemented within the company
- Identify existing problems that arise from stakeholder's engagement practice on ERA
- It will point out possible ideas on how to use stakeholder's engagement practice for a more successful outcome on the projects

1.7 limitation of the study

In undertaking this study, there were a number of limitations; there is time constraint which lids to the other limitation of the paper which is only focusing on the 3stakeholders, unavailability of much elaborated research which can be used as a reference on this title and some respondents from the organizations were not easily accessible to reach out. These reasons will give other researchers to explore these vast area stakeholders and fill the gap of this study.

1.8 Organization of the study

After acceptance of this proposal, the research paper will have 5 parts which will include

Chapter one – Introduction part

Chapter two - literature review part

Chapter three - Methodology part

Chapter four - Results and discussion

Chapter five - conclusions and recommendation

CHAPTER TWO

Review of related Literature

2.1 Project

For every day today life we use the word “project” with or without knowing its meaning according to project management body of knowledge, “Project is a temporary endeavor undertaken to create a unique product or service”. Types of Evidence for Historical Projects and Early Literature on Projects have been well illustrated by (David I. Cleland & Roland Gareis, 2006). Projects are the investment that generates profit or loss (Mohamad Malkat and Kang Byung - Gyoo). James P. Lewis (2011) cited by Tom Peters (1999) has argued that as much as 50 percent of the work done in organizations can be thought of as projects. Project has a definite starting and finishing point and must meet certain specified objectives (Albert Lester 2003)

2.2 Project management

PMBOK (2000) states “Project management is application of knowledge, skills, tools and techniques to project activities to meet project requirements”. Project management has 5 stages which are initiating, planning, executing, controlling and closing. Project Management is the skills, tools and management processes required to undertake a project successfully (Jason Westland, 2006). James P. Lewis (2011) also shares this thought and states that, project management deals with tools, people, and systems. From a project management perspective, public engagement practices are commonly viewed under the rubric of stakeholder theory (Chow, V.W. and Leiringer, R, 2017)

2.3 Project success

Project success is a one of the hardest things to be accomplished mostly because of the dynamic and unique nature of projects. (Vivien wy Chow and Roine Leiringer, 2017) The most well-known of which is the ‘iron triangle’, coined by Martin Barnes in (1969). The ‘iron triangle’ places ‘cost’, ‘quality’ and ‘time’ at its apexes indicating that a successful project should be on budget, on time, and of a good quality. From time to time this measurement criteria’s used to measure project success widens as needed and different scholars use other measurement criteria’s in addition to the iron triangle. According to (Anton de Wit, 1998) there are six criteria most frequently used to measure construction project success. Which are; budget performance,

schedule performance, client satisfaction, functionality, contractor satisfaction and project manager/ team satisfaction. R.G. Koelmans (2004) used project success indicators and project success factors on Project success and performance evaluation study. On (Shenhar et al., 2001) cited by (Amir Hossein Heravi, Vaughan Coffey & Bambang Trigunaryah 2014) the study extended project success criteria in to new aspects such as stakeholder's participation and satisfaction, customer benefit and upcoming perspective to organization. With the new project management, project success is defined largely by customer satisfaction (J.Davidson Frame, 2002)

2.4 Project stakeholders

According to, Stefan Taschner and Matthias Fiedler, (2009) Stakeholders are actors with a specific interest. Almost anyone associated with a project can be termed a stakeholder (Albert Lester 2003) as individuals come to share a vision of the issues and participants that constitute the domain; they become stakeholders (Cynthia Hardy and Nelson Phillips, 1998).

PMBOK (2000) states, project stakeholders described as 'individuals and organizations that are actively involved in the project or whose interests may be positively or negatively affected as a result of project execution or project completion'. Robert M. Curtice (2006) states "Stakeholders are individuals or groups who expect certain things from the company and at the same time have a considerable influence on its success". Stakeholders are vital sources of information and should always be encouraged to participate in a process, even where they are fundamentally opposed to it (Stefan Taschner and Matthias Fiedler, 2009)

2.5 Stakeholder's classification

Stakeholder on a project are almost every individuals that are being affected by it and classifying this different types of stakeholders need some technique , Charlotte (2017) states classifying stakeholder depends on; Power/Interest - authority versus interest, Power/influence – authority versus influence, Influence/impact – influence versus impact and Salience model – authority, urgency, legitimacy. (Ronald K. Mitchell, Bradley R. Agle and Donna J. Wood, 2017) lay out the stakeholder types that emerge from various combinations of the attributes: power, legitimacy, and urgency into different type of stakeholder groups with their own characteristics which are: latent, dormant, discretionary, demanding, expectant, dominant, dependent, dangerous, and definitive stakeholders.

According to Mohamad Malkat and Kang Byung-Gyoo (2012) stakeholders are; - Primary stakeholders; interact on daily basis over major activities, hence enabling them to impose direct influence on the decision-making process.

Secondary stakeholder; interaction with the project is unexpected depending on the project's stage. Construction primary stakeholders impose direct effect while secondary stakeholders impose indirect effect on the project.

Stefan Olander (May 2003) classified Stakeholders into; Internal and external; Internal stakeholder consists of; project owner, the project management team, suppliers and customers. External stakeholders consist of; the public, local and international authorities, trade industry, interest groups and the media. Albert Lester 2003, also classified stakeholders as direct and indirect; Direct stakeholders are sponsor, client, project manager, the project team, construction or installation team, contractors and subcontractors, suppliers, consultants and Indirect stakeholders are support staff of an organization such as the accounts department, HR department, secretariat, management levels not directly involved in the project, environmental and political pressure groups and of course the families of the members of the project team and construction/ installation team. And again each group can then be split further into positive and negative stakeholders. Ronald K. Mitchell, Bradley R. Agle and Donna J. Wood (2017) argues that , Stakeholder salience will be positively related to the cumulative number of stakeholder attributes-power, legitimacy, and urgency-perceived by managers to be present.

2.6 Key stakeholders

According to PMBOK (2000) in all projects key stakeholders are Project manager, Customer, Performing organization, Project team members and Sponsors. Jacky Pett, Pedro Guertler, Mike Hugh (2004) identified key stakeholders as organization or individual with strong power position and major influence due to their political responsibility, financial resource, authority skills and /or expertise.

2.7 Stakeholders and construction projects

Identifying and know the behaviors of stakeholder on a construction project give one step ahead on the project intended to be accomplished. According to Low sui and Ke-wei ,(1996) cited by Amirhossein Heravi , Vaughan Coffey and Bambang Trigunarsayah, (2015) The quality of

construction projects is also largely dependent on the appropriate performance management of diverse stakeholders especially contractors and consultants.

R. Murray-Webster & P. Simon (2007) states “stakeholders in construction management include owners and users of facilities, project managers, facilities managers, designers, shareholders, legal authorities, employees, sub-contractors, suppliers, process and service providers, competitors, banks, insurance companies, media, community representatives, neighbors, general public, government establishments, visitors, customers, regional development agencies, the natural environment, the press, pressure groups, civic institutions”. Survey revealed that clients possess the power attribute that entitled them to be the construction project’s salient stakeholder and as being a primary stakeholder, they directly affect the project especially the decision making process (Mohamad Malkat and Kang Byung-Gyoo, 2012).

David I. Cleland and Roland Gareis (2006) Experience with modern major construction projects indicates that they cost at least twice the amount stated in the prospectus and that the expected revenues usually are about half of what is projected. If that is the case studying and understanding construction project stakeholder will help overcome this problems. According to Mohamad Malkat and Kang Byung - Gyoo, 2012 Construction primary stakeholders impose direct effect while secondary stakeholders impose indirect effect on the project.

In Ethiopian case stakeholders of a project not being on the same ground and lacking collaboration is mostly observed causing on a major delays to the projects. According to Tadesse Ayalew, Zakaria Dahli and Zoubeir Lafhaj (2016)Stakeholders’ collaboration was mentioned as a potential solution for the Challenges of Ethiopian Construction Industry. Mohamad Malkat and Kang Byung-Gyoo 2012, also argues that the extent to which the project objectives and the stakeholders’ aims are aligned creates possible uncertainties, such as schedule deviation and conflicting stakeholders interests that project managers need not to underestimate. As projects are unique and dynamic in nature difficulties are inevitable James P. Lewis (2011) also argues that, the new stakeholder may have totally unrealistic expectations about deliverables and results, and you must bring the new stakeholder in line with reality. The project manager has to build a project team that has the skill to address all stakeholder requirements and concerns (Paul C. Dinsmore and Jeannette Cabanic Brewin , 2006). The other stakeholders that are very obviously

quite invested in the project's success are the project team members themselves (Meri Williams Feb 2008). Fred Obare Nyandika and Karanja Ngugi (2014) infer that there is a positive significant relationship between user involvement and performance of road projects. Given the importance of power in defining the problem and identifying stakeholders, it is all too easy to accept the stated goals of the collaboration, which means success is measured from the position of the powerful while equally legitimate outcomes, which favor low-power stakeholders, are excluded (Cynthia Hardy and Nelson Phillips, 1998).

2.8 Project stakeholder management

According to PMBOK5th edition (2013), stakeholder management is defined as

“Project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution”

Eskerod, & Huemann (2013) as cited by Randi L.Sims & Steven B.Kramer (2015) Stakeholder management is important so that project needs and concerns are satisfied. Charlotte (2017) states a key goal for the Stakeholder Management is how to attain effective engagement for all appropriate stakeholders and a frame work for stakeholder management was developed containing 4 process of; Stakeholders Analysis & Mapping, Communication Strategy and Planning , Engagement Strategies & Techniques and Continuous Assessment & Follow Through

Project stakeholder management has 4 major processes (PMBOK 5th edition 2013) this are; Identify Stakeholder, Plan Stakeholder Management, Manage Stakeholder Engagement and Control Stakeholder Engagement. Kivits (2013) as cited by (S.B.Ekung1, E.Okonkwo & I.Odesola, 2014) distinguishes between stakeholder management and engagement. From the above illustration we can see that project stakeholder engagement is part of project stakeholder management. Study results confirmed the positive effect of Manage-through-Stakeholder (MTS) on project success and more importantly, its significant mediating role between stakeholder influential attributes of interest, legitimacy, proximity and network (positive attributes) and project success (Mahmoud Rajablu, Govindan Marthandan & Wan Fadzilah Wan Yusoff 2015)

2.9 Stakeholder engagement

Stakeholder engagement is a process, it is a systems approach to doing business and, because of that, and it is transformative rather than merely tactical (Cate Gable and Bill Shireman (2005) According to PMBOK 5th (2013) “the key benefit of the stakeholder engagement process is that it allows the project manager to increase support and minimize resistance from stakeholders, significantly increasing the chances to achieve project success”. This statement proves that there is strong relation between stakeholders engagement processed used in a project highly influences the project performance either positively or negatively.

Donnie Macnicol, Guy Giffin and Paul Mansell (2014), states that stakeholder engagement should not be seen as a separate activity from real project management and in most cases it should not be outsourced or worse still regarded as an activity only for public relations or communications departments, it is vital for project teams, especially the senior members to continuously develop their evolving objectives, interest constraints and expectations, whether these are responsible or not.

According to PMBOK (2000) edition Manage Stakeholder Engagement involves activities such as:

- Engaging stakeholders at appropriate project stages to obtain or confirm their continued commitment to the success of the project;

- Managing stakeholder expectations through negotiation and communication, ensuring project goals are achieved;

- Addressing potential concerns that have not yet become issues and anticipating future problems that may be raised by stakeholders. Such concerns need to be identified and discussed as soon as possible to assess associated project risks; and

- Clarifying and resolving issues that have been identified.

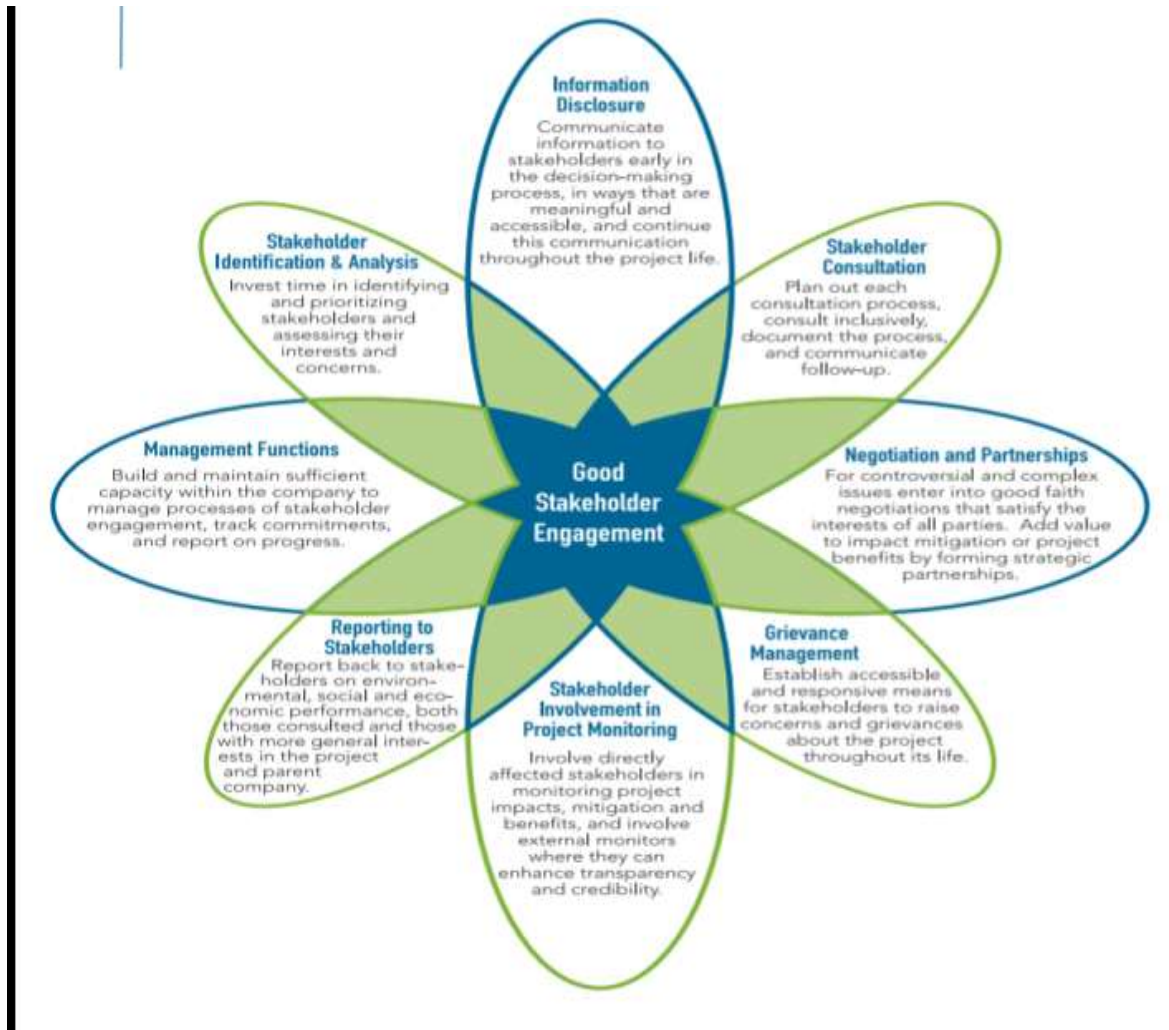
Ofgem Customer Service Reward Scheme (2011) says that, the more engagement that we carry out, the more we learn about areas for improvement and greater understanding. As we execute our plan and evaluate its impact, we factor our new learning into our plans for further engagement. Stakeholder engagement is important so that project goals and objectives are satisfied (Randi Sims and Steven B. Kramer, 2015). A key goal for the Stakeholder Management

is how to attain effective engagement for all appropriate stakeholders (Charlotte, 2017). Fáilte Ireland (2013) Stakeholder engagement should be at the heart of your strategic management process and an underlying principle in any stakeholder engagement strategy is that you are genuinely interested in listening to their concerns and addressing their needs as part of the decision-making process.

Varies writes give a pointers and tips how to have the best stakeholder's engagement practices for a better project performance. Cate Gable and Bill Shireman (2005) illustrate a three-Phase Methodology for stakeholder engagement process to truly succeed. (Jared L. Talley, Jen Schneider and Eric Lindquist, 2016) also studied a simplified approach to stakeholder engagement in natural resource management: the Five-Feature Framework. Danielle C Lavallee, Carla J Williams, Ellen S Tambor & Patricia A Deverka, 2012) have used Meta-criteria for stakeholder engagement in comparative effectiveness research ,this meta criteria contains 6 criteria which are;- respect ,trust ,legitimacy, fairness ,competence and accountability and believed that these meta-criteria provide a strong foundation for the design of evaluations to measure the success of stakeholder engagement activities. Cate Gable and Bill Shireman, March 2005) argues Acknowledge Imperfection, Apologize in Person and Attribute an Impact as the three Effective Stakeholder Engagement Tactics similarly John Parker (2012) also states 8 best practices that are suggested for stakeholder's engagement, which are

- Treat stakeholders as partners
- Requirement stakeholders have responsibilities too
- Maintain an ongoing dialog between users and developers
- Keep stakeholders involved in the entire lifecycle
- Ensure all stakeholders are identified
- Make project information transparent to stakeholders
- Use collaborative technology
- Monitor stakeholders engagement

Figure 2.1 components of stakeholder engagement



Source; IFC 2007

Different scholars have studied this components in different ways like: Sintayehu Assefa, Zewudu Tefera Worke, Murad Mohammed (2014) have studied stakeholder analysis and recommends Design gap, Structural Master Plan, Participation of Local Authorities, Inter organizational relationship and Awareness of community as mechanisms for best management of stakeholders and minimizing their negative impact. Getachew Hailemariam Mengesha, Asfaw Atnafu Kebede, Monica J. Garfield & Philip F. Musa (2013) have also studied stakeholder analysis of Ethiopian Telemedicine Projects, Brett. A Human & Amanda Davies (2010) have

also studied stakeholder consultation. In relation to this, article done by ASTSWMO Board of Directors (2011) states Indicators proposed to measure State stakeholder engagement and partnering efforts include:

- | | |
|---|--|
| 1 Accessibility to decision-making process | 6, Project efficiency |
| 2 Clear understanding of stakeholder interests and concerns | 7, Decision acceptability |
| 3, Diversity of views represented | 8, Mutual learning/respect |
| 4, Integration of interests and concerns | 9, Cost avoidance, direct and indirect |
| 5, Information exchange | |

2.9.1 Stakeholder identification and analysis

Stakeholder identification is often especially difficult and the identification of stakeholders and their needs of the various stakeholders should be analyzed to ensure that their needs will be met (Pm body of knowledge 2000). Analysis of common success factors indicates that project leaders need to pay attention to the needs of project stakeholders as well as the needs of project team members. Identifying stakeholders early on leads to better stakeholder management throughout the project (Paul C. Dinsmore and Jeannette Cabanic Brewin, 2006). According to Aki Aapaoja and Harri Haapasalo (2014) appropriate stakeholder identification, classification, and management are crucial in order to collect and manage the stakeholder requirements, and any misjudgment in this process could lead to project failure.

2.9.2 Information disclosure

Effective communications can be the deciding factor of a successful project to meet the project's deadline and budget requirements, and to deliver a quality product to satisfy customer and stakeholder expectations (Paul C. Dinsmore and Jeannette Cabanic Brewin , 2006). Identifying stakeholder information is an important task for assessing stakeholder's information is important as it is the backbone in the project success (Yogita M. Waghmare, Nikhil Bhalerao and S.V.Wagh, 2016). According to S. B. Ekung , E. Okonkwo and I. Odesola (2014) studies Factors Influencing Construction Stakeholders' Engagement Outcome in Nigeria and identified 32 factors among this factors , lack of information disclosure was one of the factors

2.9.3 Stakeholder consultation

Stakeholder consultation is important for developing scientific programs (Brett A. Human and Amanda Davies 2009). According to Morehouse consulting (2007) Consultation is a two way process of dialog between the project company and its stakeholders. Stakeholder consultation is really about initiating and sustaining constructive external relationships overtime.

2.9.4 Grievance management

Deverka P, Lavallee D, Desai PJ et al 2012 cited by (Danielle C Lavallee, Carla J Williams, Ellen S Tambor & Patricia A Deverka, 2012) states, respect is integral to the very definition of stakeholder engagement, which specifically states that engagement should result in a shared understanding among participants. Based on the outcomes in 'information input', and the outcomes in 'stakeholder assessment', the project management team has the responsibility to compromise conflicts among stakeholders by choosing the transparent evaluation of the alternative solution based on stakeholder concern. (Yogita M. Waghmare, Nikhil Bhalerao and S.v.Wagh, 2016)

2.9.5 Stakeholder involvement in project monitoring

Monitoring of stakeholder views in the environment is also a very useful addition to the project and can ensure that everyone's expectations are dealt with appropriately (Paul C. Dinsmore and Jeannette Cabanic Brewin , 2006). According to Yogita M. Waghmare, Nikhil Bhalerao and S.V.Wagh (2016) Participation of project stakeholders in different stages of construction project (e.g. the planning and development phases) can be beneficial in several ways. In support to this idea Cate Gable and Bill Shireman,(2005) also says, to understand the effect of the company's stakeholder engagement plan, an audit process should be conducted at regular intervals. Eric Maina Njogu(2016) on his study , concluded that stakeholder Involvement inquiring in project monitoring of resource, taking action to collect errors that project require, identification of deviation in the project influencing project performance to a very great extent. The same idea was raised by Panagiotis Salteris , (2015) stating , inadequate stakeholder involvement is one of the most-reported causes of poor requirements from the beginning during requirements elicitation, through validation, and later while the requirements are managed throughout development, test, and delivery .

2.9.6 Reporting to stakeholders

Cate Gable and Bill Shireman, March 2005) Internal reports that assess the stakeholder engagement plan's progress should be created and delivered in person to functional team leaders. This offers another opportunity to use stakeholder engagement for awareness-building within the corporation. Farid Baddache and Jonathan Morris (January 2012) has developed a five-step approach to show how corporations can initiate and sustain constructive relationships over time and throughout their organization, creating shared value by engaging early and often.

2.9.7 Negotiation and partnership

According to Yogita M. Waghmare, Nikhil Bhalerao and S.V.Wagh (2016) set of steps in order to resolve differences between stakeholder, to deal with conflict by resolving a difference before and after it reach the stage of a dispute. It includes facilitation, negotiation, mediation and arbitration. It is helpful/ useful to have dialogue or negotiation between diverse stakeholders that changes perspectives, promotes learning and pushes the parties further in constructive ways (Thomas Krick, Maya Forstater, Philip Monaghan and Maria Sillanpaa, 2005). Engagement is a structured process encompassing agreement to negotiate, setting criteria for negotiation and monitoring the outcome (Ihugba & Osuji (2011) cited by S. B. Ekung , E. Okonkwo, I. Odesola). If the benefit of the partnership is known visualizing the potential benefit will not be a hard egg to crack this idea was supported by (Romenti , 2010 cited by Menoka Bal , David Bryde , Damian Fearon and Edward Ochien 2013) saying, Corporate communication has been built on a network of stakeholder partnerships through which company continuously improves and develops new business solutions.

2.9.8 Management function

(Cate Gable and Bill Shireman, March 2005) The modes and strategies of stakeholder engagement ultimately must support key business objectives. According to Morehouse consulting 2007) management function is the process of building and maintaining sufficient capacity within the company to manage processes of stakeholder engagement, track commitment and report progress.

2.10 Stakeholder engagement and project performance

According to Julie A. Harrison, Paul Rouse and Charl J. De Villiers (2012) the management accounting literature, private sector performance measurement frameworks developed in the last 20 years have sought to improve organizational accountability by linking strategy and performance to multiple-stakeholder perspectives. In order to understand stakeholder engagement on project performance, first understanding stakeholder's takes place and it is the first step to be taken to stakeholder engagement. According to Liliana Nicoleta Simionescu, (2015) Stakeholders have the ability to influence the relationship between company's financial performance and corporate social responsibility by playing a mediator role. If done properly stakeholder engagement practice goes way beyond project performance according to Madeeha Shah and Imran Haider Naqvi, (2014) External stakeholder's engagement had significant and strong relationship with the project portfolio management success and with moderation it partially moderated the project portfolio management Success. Menoka Bal , David Bryde , Damian Fearon and Edward Ochieng (2013) states terms of the individual steps to successful stakeholder engagement that could be adopted by a project team the process suggests 6 key steps. These steps are: identifying all key stakeholders, relating the stakeholders to different sustainability-related targets, prioritizing the stakeholders, managing stakeholders, measuring their performance and putting targets into actions. By undertaking this process a fully integrated stakeholder team can be engaged with throughout a project life cycle. Clarifying stakeholder expectations is as much a part of project definition as anything else, and meeting those expectations is necessary for the project to be judged a success (James P. Lewis 2011).

2.11 Conceptual framework

Conceptual framework is a visual representation that helps to illustrate the expected relationship between cause and effect in financial context and it is used to make conceptual distinctions and bring together different ideas (Mulder.P, 2017). .According to Randi Sims and Steven B. Kramer (2015) Stakeholder engagement is important so that project goals and objectives are satisfied. In order to capture the major stakeholder's engagement on project performance using the components of stakeholder engagement is suitable for the study and the 3 project performance measuring parameters are used as the dependent variable. For the independent variables

components that was used by Morehouse consulting, (2007) are found to be more suitable for this study and so the conceptual framework is illustrated below

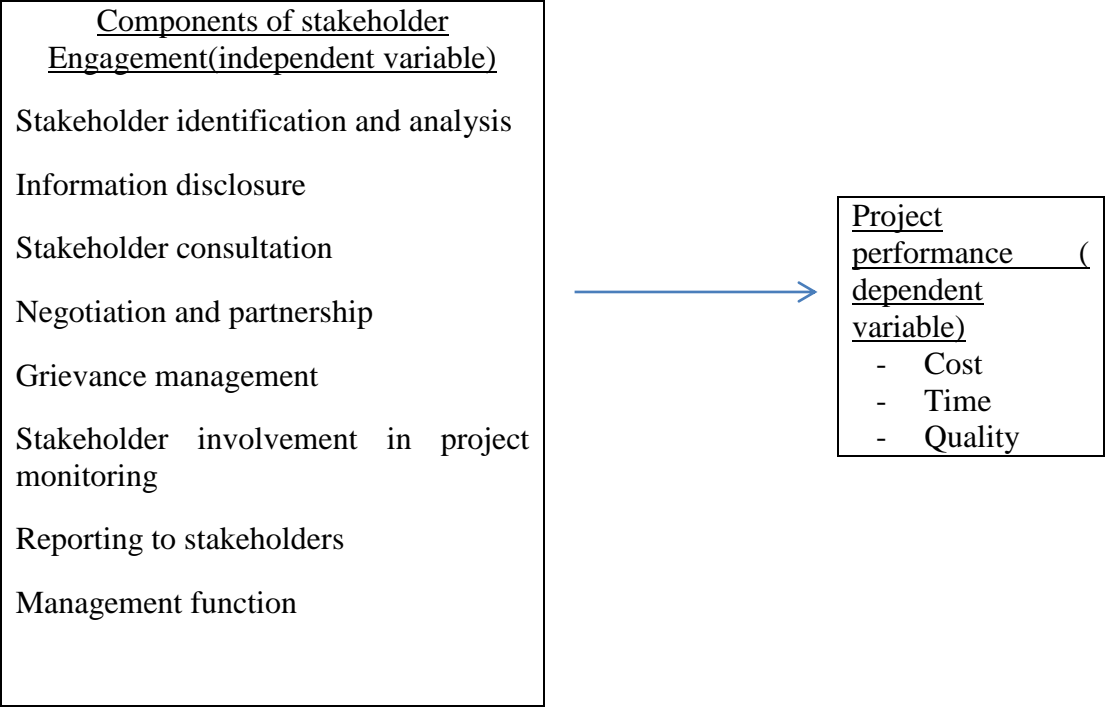


Figure 2.2 conceptual frameworks of stakeholder engagement components and project performance

CHAPTER THREE

Research methodology

3.1 Research approach and method

As for the benefit of capturing the intended points within the research and addressing the objectives of the study, the researcher used descriptive research approach. As for explaining the practice of stakeholders engagement practice within the company and assess the stakeholder engagement components the researcher assumes descriptive approach is preferable.

Based on the objectives of the study and the availability of relevant information, this study used both quantitative and qualitative research design. The quantitative approach is applied to examine the relationship between the dependent variable and the independent variables. Following literature reviews, the qualitative approach is also used in order to assess and to get comprehensive information on stakeholder engagement practice in ERA projects and its role on project performance.

3.2 Source of data

In order to have well-organized information on stakeholder engagement practice on road construction projects of central region of ERA the researcher used both primary and secondary data.

According to (IC library), Primary source provides direct or firsthand evidence about an event, object, person, or work of art. For this research primary source of data, structured questioners which are forwarded ether in person or through email and interviews will also be held depending on the data to be gathered. As (Healey library, university of Massachusetts Boston states), Secondary source are one step removed from primary source , though they often quote or otherwise use primary source they can cover the same topic but add a layer of interpretation and analysis. On this study secondary source of data will also be gathered through article, journals and ongoing project reports.

3.3 Population of research

According to Sintayehu Assefa, Zewudu Tefera Worke and Murad Mohammed (2014) the research done on ‘Stakeholders Impact Analysis on Road Construction Project Management in

Ethiopia A Case of Western Region’ the stakeholders of ERA have been identified in to 16 groups and this stakeholders was also put into a power/ interest grids to identify the most power full stakeholders that influence the projects been conducted, which are ERA, financier/donor, consultant and contractor on the top influencers list. Due to the limited time given to conduct this research and for the best reason to capture the major stakeholders engagement practice this research will depend on the above information and purposively select the 3 stakeholders (ERA ,contractor and consultant) considering their closeness to the project that are being conducted and their direct influence both on stakeholder and project performance. Currently there are 21 projects that are being done under the central region of ERA and the target population of 3 major stakeholders. From the 3 stakeholder groups the researcher took personnel’s or representatives that are directly related to stakeholder engagement practice for making the data to be gathered reliable and convincing. Putting this in mind the researcher’s population will be;

ERA = from this group there are 21project engineers (counterpart engineers) and 3 team leaders

Consultant = from this stakeholder group the resident engineers will be selected which are 13

Contractor = project managers will be selected which are 21

Table 3.1 target population

study population	Respondents
ERA	24
Contractors	21
<u>Consultant</u>	<u>13</u>
Total	58

Source ERA (2018)

3.4 Sampling technique and process

The researcher used purposive sampling when selecting the respondents to be included from the stakeholders group in the sample for the reason, since the focus of this research is on particular practice which some part of the population have direct responsibility on the situation to be studied. For the study to select respondents who are representative of the target population the researcher used stratified random sampling because it is advantageous to sample each subpopulation independently and without bias.

3.5 Sample size determination

According to Eric Maina Njogu states “Kothari indicate a sample of more than 30 unit of the population was sufficient for the study. Mugenda and Mugenda (2003) indicated that a sample proportion of 10% or 20% was sufficient for a sample” This will constitutes 87% of sample proportion of study which was taken from the total population using stratified sampling as listed below .

The sample size of 51 contains 21 respondents from the stakeholder group of ERA and 19 respondents from the stakeholder group of contractor and 11 respondents from the consultant stakeholder group.

3.6 Method of data collection

Method of data collection plays a major roll on a research success for that reason the Primary data was gathered using structured questionnaire and interviews which was given to relevant respondents. The structured questionnaire was adapted from previous studies similar to this research topic with the aim of capturing information on the project stakeholder engagement practice within the company and the relation between the components that comprise the project stakeholder engagement and project performance. The questionnaire was also organized in to a five point Likert scale ranging from “strongly disagree” to “strongly disagree”. The reason for questionnaire to be used was because of it is flexible and facilitates the capture of large amount of data.

The secondary data was collected from publications including: project documents, progress reports from the Organization, articles journals and other materials that have relevance to this study for both literature and analysis purposes.

3.7 Validity and reliability

Validity

Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested The two main types of validity are content validity which is the extent to which a measuring instrument provides adequate coverage of the topic under study

and criterion-related validity which relates to our ability to predict some outcome or estimate the existence of some current condition (Kothari, 2004).

Validity is the degree to which an instrument measures what it purports to measure, for this study validity of instruments was determined by adopting standardly constructed questioners, restricting the questions to the conceptualized variables and the use of questioners that are verified by advisor.

Reliability

Reliability refers to consistency of research study or measuring test, If findings from research are replicated consistently they are reliable (saul Mcleod, 2013). In this research for reliability of variables, adapting standardized questioners used from previous studies was used and testing questioners with Cronbach alpha test have been conducted. Cronbach's alpha ($\alpha < 0.6$ indicates unsatisfactory internal consistency reliability and Cronbach's alpha > 0.6 indicates satisfactory internal consistency reliability).

3.8 Reliability test

To measure the consistency of the Questionnaires, the reliability analysis was done using Cronbach's Alpha (α), the most common measure of scale reliability test. As indicated below in Table 3.3 below the value for Cronbach's Alpha (α) was exceed 0.70 the accepted value for Cronbach's Alpha (Cohen and Sayag, 2010) for all variables. In short nut, the responses generated for all of the variables used in this research was reliable enough for data analysis.

Table 3.2 reliability test

Variables	Cronbach's Alpha	No. items
Stakeholder identification and analysis	0.873381	8
Information disclosure	0.839924	6
Stakeholder consultation	0.796896	5
Grievance management	0.853607	4
Stakeholder involvement in project monitoring	0.831847	4
Reporting to stakeholders	0.841794	4
Negotiation and partnership	0.797391	5
Management functions	0.900061	3
Project performance	0.765271	3

Source: Questionnaires and SPSS Output

3.9 Method of data analysis

To make the points on this study more reliable and applicable both quantitative and qualitative data was used to analyze using descriptive analysis techniques with the help of Statistical Packages for Social Sciences (SPSS Version 20). The analysis included percentage, frequencies, means for the descriptive part of the analysis, correlation to confirm see the relation of the independent variables to the dependent variables. Qualitative data was analyzed in relation to the study themes based on the objectives and reported in narrative form.

3.10 Ethical reconsideration

Any research should guarantee ethical consideration to assure quality of work and integrity. Putting this on mind, to avoid any destruction or violation of ethical conduct this study have considered research ethics when developing and administering data collection tools and techniques. The ethical considerations of confidentiality and anonymity of applicants, voluntary participation, and informed consent and by any chance no harm to the respondents.

3.11 Operationalization of variable

The operationalization of variables identified from the literature review are; for this research the independent variables suitable to measure the dependent variable are the 8 components of stakeholder engagement as described on the handbook of stakeholder engagement May 2007 .and the dependent variable is the project performance .

Table 3.3 operationalization of variables

Variable	Indicator	Measurement	Data collection	Scale
1 stakeholder identification	identifying and prioritizing stakeholders and assessing their interest and concerns	How will stakeholder identification engagement affect project performance	questioner	Ordinal
2 information discloser	Communicate information to stakeholder early in decision making process	How will information disclosure in stakeholder engagement affect project performance	questioner	Ordinal
3 stakeholder consultation	Plan consultation process , consult inclusively, document the process and communication follow up	How will in stakeholder consultation engagement affect project performance	questioner	Ordinal
4 grievance management	Accessible and responsive grievance management	How will grievance management in stakeholder engagement affect project performance	questioner	Ordinal
5 stakeholder involvement in project monitoring	Involvement of directly affected stakeholders in monitoring project impacts , mitigation and benefits and involve external monitors	How stakeholder involvement in stakeholder engagement affect project performance	Questioner	Ordinal
6 reporting to stakeholder	Report on environmental, social , and economic performance to stakeholders	How will reporting to stakeholder in stakeholder engagement affect project performance	Questioner	Ordinal
7 negotiation and partnership	Negotiation on controversial and complex issues and form strategic partnership	How will negotiation and partnership in stakeholder engagement affect project performance	Questioner	Ordinal
8 management function	Build and maintain sufficient capacity within the company to manage process of stakeholders engagement , track commitments and report on progress	How will management function in stakeholder engagement affect project performance	Questioner	ordinal
(dependent) performance of central ERA projects	Quality , schedule and cost	Level of Project success	Questioner	Ordinal

CHAPTER FOUR

4. Data collection, analysis and presentation

4.1. Introduction

This chapter presents the analysis and interpretation of data of the research findings. The chapter outlines the findings based on the research objectives. The study sought to establish the Effect of major stakeholder's engagement on project performance in the case of Ethiopian Road Authority construction projects on central region. SPSS was used to generate the descriptive statistics and to establish the relation between the dependent and the independent variables of the study.

4.2. Demographic information

Response rate

Research questioners were administered to be filled by 51 respondents and all the questioners were filled and returned and this was 100% successful response rate.

General information on gender

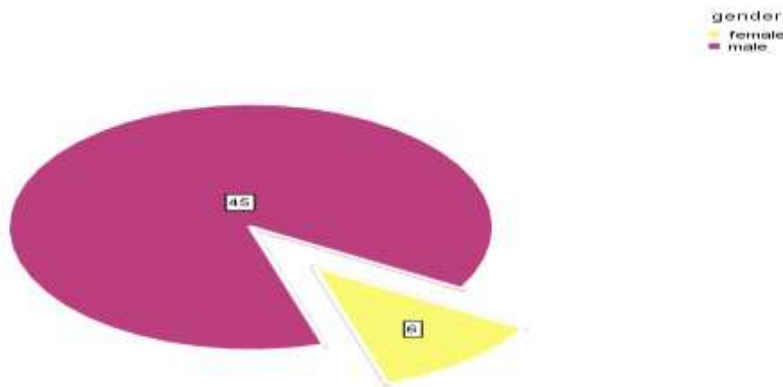


Figure 4. 1 Gender of the respondents

Respondents were requested to indicate their gender. From the findings, majority 45 of the respondents or 88.2 % of the respondents were male while 6 of the respondents or 11.8 % of the respondents were female. This implied that there is a high male dominance.

Age information

The respondents were requested to indicate the age bracket they belonged to

Table 4.1 age information of respondents

	Frequency	Percent
20-30	20	39.2 %
31-40	22	43.1 %
41-50	5	9.8 %
51 and above	4	7.8 %
Total	51	100 %

Source; survey and questioner result of 2018

From the finding of table 4.1 the most respondents being 43.1% were aged between 31-40 years, 39.2% of the respondents were aged between 20-30 years, 9.8% of the respondents were between 41- 50 years and 7.8 % respondents were 51 and above. This implies that most of the respondents were mature and the data collected can be trusted.

Respondent's level of education

Respondents were requested to indicate their highest level of education.

Table 4.2 Education level of respondents

	Frequency	Percent
University	39	76.5
Post graduate	12	23.5

Source; survey and questioner result of 2018

From the findings of table 4.2 respondents of 76.5% indicated that they have a university level of education while the remaining 23.5% indicated that they have a post graduate level of education. This implies that the data was collected from well informed respondents and who had attained high level of education and can understand and offer information as requested to answer to the objectives of the study.

Years of working in the organization

Respondents were requested to indicate their working period in the organization

Table 4.3 respondents working years on ERA

	Frequency	Percent
Less than 3 years	10	19.6
3 to 9 years	16	31.6
9 to 12 years	12	23.5
Above 12 years	13	25.5
Total	51	100%

Source; survey and questioner result of 2018

4.3. Descriptive statistics

4.3.1. Stakeholder identification and analysis

Table 4.4 Stakeholder identification and analysis

	N	Mean	Std. Deviation
Project managers is well experienced in the stakeholder engagement process	51	3.53	.924
Project manager have full authority	51	2.98	1.122
Project team is well committed to the stakeholder engagement process	51	3.59	.876
Stakeholder identification was done at the beginning of the project	51	3.71	.832
Area of interest was identified at the beginning	51	3.53	.731
Needs and expectations of stakeholders were explored	51	3.39	.918
Attitudes and behaviors of stakeholders were assessed	51	3.08	.913
Influences of stakeholder was predicted at the beginning of the project	51	3.43	.944

Source: Questionnaires and SPSS Output

The respondents agreed to the statement Project managers is well experienced in the stakeholder engagement process as shown by a mean score of 3.53 and that Project team is well committed to the stakeholder engagement process as shown by a mean score of 3.59. They also agreed to the statement that Stakeholder identification was done at the beginning of the project and Area of interest was identified at the beginning as shown by a mean score of 3.71 and 3.53 respectively. However, respondents did not agreed with the statements that state

Project manager have full authority as shown by a mean score of 2.98 which is a least score under category of Stakeholder identification and analysis.

4.3.2. Information disclosure

Table 4.5 Information disclosure

	N	Mean	Std. Deviation
Communication with stakeholders is maintained	51	4.00	.490
There is good management of information on sensitive and controversial issues	51	3.49	.880
Stakeholder are communicated on decision making process early	51	3.37	1.019
Proper and frequent communication with the stakeholders is maintained	51	3.47	.966
Information is disclosed transparently	51	3.47	.902
Continues communication is maintained	51	3.63	.824

Source: Questionnaires and SPSS Output

The study further inquired on the extent to which Information disclosure influence performance of the projects. According to the findings, the respondents agreed with a mean of 4.00 Communication with stakeholders are maintained. Further, the respondents agreed with a mean of 3.63 Continues communications are maintained. In addition, the respondents agreed with a mean of 4.41 that there is good management of information on sensitive and controversial issues. The respondents further agreed with statements that Proper and frequent communication with the stakeholders is maintained, Proper and frequent communication with the stakeholders is maintained and Information is disclosed transparently with mean score of 3.47.

4.3.3. Stakeholder consultation

Table 4.6 Stakeholder consultation

	N	Mean	Std. Deviation
There is an informed participation	51	3.43	.855
there is a consultation with indigenousness people	51	3.47	.784
There is gender consideration in consultation	51	2.84	.809
Efforts were spent to involve project stakeholder in project planning stage	51	3.24	.862
There is organizational flexibility on meetings and conferences	51	3.25	.956

Source: Questionnaires and SPSS Output

The researcher sought to find out if there were informed participation and a consultation with indigenousness people the respondents agreed with the mean score of 3.43 and 3.47 respectively. The study also further investigate whether there is gender consideration in consultation the respondents reveal that there disagreement with the mean score of 2.84 which is the least score.

4.3.4. Grievance management

The findings presented in Table 4.7 below indicate the Grievance management projects across the sampled respondents.

Table 4.7 Grievance management

	N	Mean	Std. Deviation
grievance management was planned	51	2.88	.952
bringing in of third parties where needed is practiced	51	3.33	.739
There is no conflict between the project objectives and the customers' in the process of goal definition.	51	3.20	.960
There is mutual trust and respect among stakeholders	51	3.31	.860

Source: Questionnaires and SPSS Output

As the study finding shows the grievance management was not planned which is shown by the least mean score of 2.88. the study further sought to reveal the agreement level of the respondents to the statements of ‘‘ bringing in of third parties where needed is practiced and There is mutual trust and respect among stakeholders’’ and the respondents reveal their agreement by the mean score of 3.33 and 3.31 respectively.

4.3.5. Stakeholder involvement in project monitoring

The findings presented in Table 4.6 below indicate the Stakeholder involvement in project monitoring across the sampled respondents.

Table 4.8 Stakeholder involvement in project monitoring

	N	Mean	Std. Deviation
There is participatory monitoring	51	3.37	.958
The potential benefits of monitoring is well known	51	3.55	.730
There is involvement on monitoring project impacts	51	3.51	.809
Control and maintenance of the stakeholders’ engagement process was held	51	3.31	.735

Source: Questionnaires and SPSS Output

As the study finding shows the Stakeholder involvement in project monitoring and the respondents agreed with the whole statements under the category. The statements were There is participatory monitoring, The potential benefits of monitoring is well known, There is involvement on monitoring project impacts and Control and maintenance of the stakeholders’ engagement process was held and the mean score were for each statements are 3.37, 3.55, 3.51 and 3.31 respectively.

4.3.6. Reporting to stakeholder

The findings presented in Table 4.9 below indicate the Reporting to stakeholders in projects across the sampled respondents.

Table 4.9 Reporting to stakeholder

	N	Mean	Std. Deviation
Project affected stakeholders are being communicated	51	3.65	.890
There is international standard for reporting on stakeholder engagement	51	2.92	.868
Reaching a wider audience through sustainable reporting is practiced	51	2.98	.905
Social performance is reported to stakeholders	51	3.24	.907

Source: Questionnaires and SPSS Output

From the findings, the respondents agreed with a mean of 3.65 that Project affected stakeholders are being communicated. In additions, Social performance is reported to stakeholders, which is agreed with the mean score of 3.24. The respondents were disagreed with the following statements there is international standard for reporting on stakeholder engagement and reaching a wider audience through sustainable reporting is practiced with the mean score of 2.92 and 2.98 respectively

4.3.7. Negotiation and partnership

Table 4.10 below shows the extent to which the respondents agreed with Negotiation and partnership in projects across the sampled respondents.

Table 4.10 Negotiation and partnership

	N	Mean	Std. Deviation
Negotiation between stakeholders is planned at the beginning of the project	51	3.43	.900
There exists a smooth negotiation path between stakeholders	51	3.29	.901
The style of negotiation between stakeholders is good	51	3.31	.836
Managing information on sensitive and controversial issues was practiced	51	3.14	.775
Strategic partnership is formed	51	4.14	.749

Source: Questionnaires and SPSS Output

The researcher sought to find out if there were Strategic partnership is formed the respondents strongly agreed with the mean score 4.14. in addition, the respondents also agreed with the statements of Negotiation between stakeholders is planned at the beginning of the project, There exists a smooth negotiation path between stakeholders and The style of negotiation between stakeholders is good with mean score of 3.42, 3.29, and 3.31 respectively.

4.3.8. Management functions

Table 4.11 below shows the extent to which the respondents agreed with Management functions in projects across the sampled respondents.

Table 4.11 Management functions

	N	Mean	Std. Deviation
Progress is reported to higher officials	51	3.55	.901
Commitment of stakeholders is kept tracked	51	3.73	.777
There is involvement of top management of the parent organization in the stakeholder engagement	51	2.82	1.090

Source: Questionnaires and SPSS Output

The researcher further sought to find out if there were Progress is reported to higher officials and Commitment of stakeholders is kept tracked. The respondents were agreed with the aforementioned statements with the mean score of 3.55 and 3.73 respectively. On the other hand, the respondents were disagreed with the statement of parent organization in the stakeholder engagement shown by mean score of 2.82, which is a least mean score under the category.

4.3.9. Project performance

Table 4.12 Project performance

	N	Mean	Std. Deviation
The project is going on schedule	51	3.75	.913
The delivered product met all specification of quality	51	3.29	1.045
The project cost is going through as estimated	51	4.22	.808

Source: Questionnaires and SPSS Output

As shown on table 4.12 the project performance was set to be measured using the 3 parameters schedule, quality and cost and as depicted above quality was the lowest having 3.29 values of calculated mean and cost was the most focused one having 4.22 calculated mean.

4.3.10 Aggregate mean of independent variables

Aggregate mean was calculated for the 8 components of stakeholder engagement in order to see where the major problem. And as seen below on table (4.13) all the means of the 8 components range (from 3.1 to 3.6) and when giving a rank or computing the means of these eight variables with each other grievance management has the least mean value of 3.18 among the others meaning this variable practice was not given much attention like the others , following this reporting to stakeholders and stakeholder consultation also have mean values of 3.19 and 3.24 respectively , indicating this two variables also lack attention next to grievance management on the contrary information disclosure and negotiation and partnership holds the highest mean values of (3.57 and 3.46) respectively which means on the projects of ERA give this two stakeholder components are given a lot of focus and attention compared to the other SE components. Involvement of stakeholders on project monitoring was also the 3rd most focused practice from the components of SE with mean value of (3.43).

Table 4.13 Aggregate mean of independent variables

Description of variables	Mean
Stakeholder identification and analysis	3.40
Information disclosure	3.57
Stakeholder consultation	3.24
Grievance management	3.18
Stakeholders involvement on project monitoring	3.43
Reporting to stakeholders	3.19
Negotiation and partnership	3.46
Management function	3.36

Source: Questionnaires and SPSS Output

4.4. Correlation analysis

As depicted in Table 4.13 below the correlation between the independent and dependent variables were not high. This indicates absence of Multi – Co-linearity problems among the variables. However, there were strong correlations between the dependent variable; project performance (PP) and all the independent variables except Stakeholder involvement in project monitoring (SIPM). Level of significance showed a strong relationship for Stakeholder identification and analysis, Information disclosure, Stakeholder consultation, Grievance management, Reporting to stakeholders, Negotiation and partnership and Management function. However, there were no significant correlations between the project performance (PP) and Stakeholder involvement in project monitoring (SIPM) and also has negative relation.

Table 4.14 Correlations

	SIA	ID	SC	GM	SIPM	RTS	NP	MF	PP
Stakeholder identification and analysis	1	.754**	.716**	.577**	.030	.670**	.679**	.655**	.688**
Information disclosure	.754**	1	.666**	.539**	.083	.733**	.594**	.660**	.513**
Stakeholder consultation	.716**	.666**	1	.586**	-.066	.654**	.620**	.545**	.416**
Grievance management	.577**	.539**	.586**	1	.065	.530**	.641**	.512**	.357*
Stakeholder involvement in project monitoring	.030	.083	-.066	.065	1	.050	-.037	.039	-.021
Reporting to stakeholders	.670**	.733**	.654**	.530**	.050	1	.643**	.643**	.514**
Negotiation and partnership	.679**	.594**	.620**	.641**	-.037	.643**	1	.557**	.565**
Management function	.655**	.660**	.545**	.512**	.039	.643**	.557**	1	.445**
Project performance	.688**	.513**	.416**	.357*	-.021	.514**	.565**	.445**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

CHAPTER FIVE

Conclusion and recommendation

5.1 introduction

The chapter looks at the conclusion and recommendation of the study based on the findings that were ascertained in the analysis through a careful assessment of objectives. It also makes conclusion to the study and makes recommendation for the relationship between stakeholders engagement and project performance in the case of Ethiopian road authority.

An endeavor is successful when it achieves its objectives and meets or surpasses the wishes of the stakeholders. Stakeholders are also a driving force in the construction projects since they have a critical part to play in what goes on at each phase of the project life especially in decision making regarding objectives, project design and what is expected at each stage of the project life. The importance of these stakeholders to the construction projects cannot be neglected and therefore there is the need for effective management of them to involve them in the planning and implementation of decisions and other related issues of the project.

5.2 conclusion

The study sought to investigate the relationship between stakeholder's engagement and project performance in the case of Ethiopian Road Authority. In the study, several stakeholders were identified through secondary source data and some of them were; ERA, Contractors, Consultant and Donors etc. those stakeholders engagement on constructions project process was seen to be frequent.

There were strong correlations between the dependent variable; project performance and all the independent variables except Stakeholder involvement in project monitoring. Level of significance showed a strong relationship for Stakeholder identification and analysis, Information disclosure, Stakeholder consultation, Grievance management, reporting to stakeholders, Negotiation and partnership and Management function. However, there were no significant correlations between the project performance and Stakeholder involvement in project monitoring and also has negative relation

As done on the analysis part the aggregate mean done for the eight variables the 4 variables with the lowest aggregate means like Grievance management have the lowest mean and as described on the descriptive analysis the practice of planning grievance management also was poor. Reporting to stakeholders also have the 2nd least aggregate mean with low practices of having no international standard for reporting to stakeholder and low on reaching a wider audience through stakeholder reporting. And also other variables which have the lowest aggregate mean were Stakeholder consultation and management function which was also characterized by low (gender consideration practice and low involvement of top management of the parent organization in stakeholder engagement respectively). On the contrary as stated on the aggregate mean analysis information disclosure negotiation and partnership are the two highly practiced stakeholder engagement components within ERA projects.

This study concludes that project performance and Stakeholder identification and analysis, Information disclosure, Stakeholder consultation, Grievance management, Stakeholder involvement in project monitoring, reporting to stakeholders, Negotiation and partnership and Management function has undeniable relations.

5.3 Recommendation

Based on the findings of the study, the researcher would like to recommend the following in order to assist the relation of stakeholders' engagement in the on projects of Ethiopian Road Authority. For successful stakeholder's engagement which in turn will result better project performance all the components of SE should be focused but the more focus should be given on the practices that are not well implemented in this paper based on the aggregate mean table done the 4 variables the lowest mean was identified and base on this results the following recommendation given.

- The study found that grievance management have a positive and strong correlation with project performance but have the lowest aggregate mean, indicating it was neglected, the study therefore recommends, to involve third parties when needed, conflict between the project objectives and customers in the process of goal definition should decrease and mutual trust and respect among stakeholders to be built and specially to plan grievance management.

- The study found that reporting to stakeholders have a positive correlation with project performance but yet it have low aggregate mean , which indicate this SE component has not been well practiced. There for the study recommends to develop international standard for reporting to stakeholders and reach a wider audience of stakeholders for a better project performance.
- The study also found stakeholder consultation has a positive correlation with project performance and yet it has the 3rd lowest aggregate mean among the SE components. There for the study recommends , to increase gender consideration on consultation , to consult with indigenes people, to spent effort on involving project stakeholders in project planning stage and to increase informed participation and organizational flexibility on meetings and conferences .
- The study found management function has positive correlation with project performance but have low aggregate mean value. their for the study recommends top management of parent organization to be involved on SE, progress to be reported to higher officials and commitment of stakeholders to be kept tracked.

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Questioner

As part of the requirement for the award of the master's program, I am expected to undertake a research study on "Effect of major stakeholder's engagement on project performance in the case of Ethiopian Road Authority projects done on central region. I'm therefore seeking your assistance to fill the questionnaires attached. The response you will provide will be used for research purpose only and your identity will remain confidential

Instructions: Refereeing to a recently ongoing project in your organization, answer the following question. Please indicate your level of agreement or disagreement with each of these statements using the given scale by placing[x]in the provided space. Please answer all the questions to enhance the objectivity of the research.

PART I: General Information

1. Please indicate your gender

Female []

Male []

2. Kindly indicate your age

20-30 yrs []

31-40 yrs []

41-50 yrs []

51 and above []

3. Kindly indicate the highest level of education attained

Primary level []

Secondary level []

College []

University []

Postgraduate []

4. For how long have you been working in ERA projects

Less than 3 years []

3 to 9 years []

9 to 12 years []

above 12 years []

PART II

No	Description of scale	Strongly disagree	disagree	neutral	Agree	Strongly agree
Stakeholder identification and analysis						
1	Project managers is well experienced in the stakeholder engagement process					
2	Project manager have full authority					
3	Project team is well committed to the stakeholder engagement process					
4	Stakeholder identification was done at the beginning of the project					
5	Area of interest was identified at the beginning					
6	Needs and expectations of stakeholders were explored					
7	Attitudes and behaviors of stakeholders were assessed					
8	Influences of stakeholder was predicted at the beginning of the project					
Information disclosure						
1	Communication with stakeholders is maintained					
2	There is good management of information on sensitive and controversial issues					
3	Stakeholder are communicated on decision making process early					
4	Proper and frequent communication with the stakeholders is maintained					
5	Information is disclosed transparently					
6	Continues communication is maintained					
Stakeholder consultation						
1	There is an informed participation					
2	there is a consultation with indigenouness people					
3	There is gender consideration in consultation					
4	Efforts were spent to involve project stakeholder in project planning stage					
5	There is organizational flexibility on meetings and conferences					
Grievance management						
1	grievance management was planned					
2	bringing in of third parties where needed is practiced					
3	There is no conflict between the project objectives and the customers' in the process of goal definition					
4	There is mutual trust and respect among stakeholders					

No	Description of item	SD	D	N	A	SA
Stakeholder involvement in project monitoring						
1	There is participatory monitoring					
2	The potential benefits of monitoring is well known					
3	There is involvement on monitoring project impacts					
4	Control and maintenance of the stakeholders' engagement process was held					
Reporting to stakeholders						
1	Project affected stakeholders are being communicated					
2	There is international standard for reporting on stakeholder engagement					
3	Reaching a wider audience through sustainable reporting is practiced					
4	Social performance is reported to stakeholders					
Negotiation and partnership						
1	Negotiation between stakeholders is planned at the beginning of the project					
2	There exists a smooth negotiation path between stakeholders					
3	The style of negotiation between stakeholders is good					
4	Managing information on sensitive and controversial issues was practiced					
5	Strategic partnership is formed					
Management function						
1	Progress is reported to higher officials					
2	Commitment of stakeholders is kept tracked					
3	There is involvement of top management of the parent organization in the stakeholder engagement					
Project performance						
1	The project is going on schedule					
2	The delivered product met all specification of quality					
3	The project cost is going through as estimated					