



**ST.MARY'S UNIVERSTY
SCHOOL OF GRADUATE STUDIES**

**THE PRACTICE AND CHALLENGES OF STAKEHOLDER
MANAGEMENT IN URBAN GREENING PROJECTS OF ADDIS
ABABA: THE CASE OF SELECTED PARKS**

BY

SARON SEIFU

JUNE, 2020

ADDIS ABABA, ETHIOPIA

**THE PRACTICE AND CHALLENGES OF STAKEHOLDER
MANAGEMENT IN URBAN GREENING PROJECTS OF ADDIS
ABABA: THE CASE OF SELECTED PARKS**

BY

SARON SEIFU

**A THESIS WORK SUBMITTED TO ST. MARYS UNIVERSITY
SCHOOL OF GRADUATES IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS
DEGREE IN PROJECT MANAGEMENT**

JUNE, 2020

ADDIS ABABA, ETHIOPIA

**ST.MARY’S UNIVERSTY SCHOOL OF GRADUATE
STUDIES**

**THE PRACTICE AND CHALLENGES OF STAKEHOLDER
MANAGEMENT IN URBAN GREENING PROJECTs OF ADDIS
ABABA: THE CASE OF SELECTED PARKS**

By

SARON SEIFU

Approved Board Committee:

Dean, Graduate Studies

Signature

Advisor

Signature

Internal Examiner

Maru Shete (PhD)



External Examiner

Chalachew Getahun (PhD)

Signature



DECLARATION

I, the undersigned, declare that, this thesis is my original work prepared under the guidance of my advisor Muluadam Alemu (Ph.D.). All the sources of materials used for this thesis have been duly acknowledged. I further confirm that the thesis is not have been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Saron Seifu

St. Mary's University, Addis Ababa

Signature

June, 2020

ENDOURCEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as university advisor.

Muluadam Alemu (Ph.D)

Advisor

St. Mary's University, Addis Ababa



Signature

June, 2020

Contents

Approved Board Committee:.....	i
St. Mary’s University, Addis Ababa	ii
St. Mary’s University, Addis Ababa	iii
LIST OF TABLE	8
LIST OF FIGURE.....	9
ABSTRACT	10
CHAPTER ONE	11
INTRODUCTION.....	11
1.1. Background of the Study.....	11
1.2. Statement of the problem	14
1.3. Basic Research Question.....	16
1.4. Objective of the study	16
1.4.1. General objective.....	16
1.4.2. Specific objective	16
1.5. Scope of the study.....	16
1.6. Significance of the study.....	17
1.7. Limitations of the study	17
1.8. Terms and their conceptual definition	17
CHAPTER TWO	19
REVIEW OF RELATED LITERATURE.....	19
2.1. GENERAL	19
Project Management.....	19
Project Management Processes.....	20
2.2. THEORETICAL LITERATURE REVIEW	21
What Is Stakeholder?.....	21
Project Stakeholder Classification	21
Project Stakeholder Identification.....	22
Stakeholder Identification Processes.....	23
Project Stakeholder Management	23
Stakeholder Management process.....	25
Project Stakeholder Management and Project Success	25
Challenges of Stakeholder Management	27

2.3. CONCEPTUAL LITERATURE REVIEW	29
CHAPTER THREE.....	30
RESEARCH DESIGN AND METHODOLOGY.....	30
3.1. Research Design	30
3.2. Research approach.....	30
3.3. Sampling Technique and Sampling Size.....	31
3.4. Data types of and source of data.....	31
3.5. Data collection.....	31
3.6. Procedures of data collection	32
3.7. Methods of Data analysis	32
3.8. Reliability and Validity of scale test.....	33
3.9. Ethical Consideration.....	33
CHAPTER FOUR.....	34
DATA ANALYSIS AND DISCUSSIONS	34
4.1. Demographic Profile of the Respondents.....	34
4.2. Stakeholder Identification Process, Timing and Bases	37
4.3. Stakeholder Management, its practice and challenges.....	39
1. Stakeholder Management Practice.....	39
2. Stakeholder Management Challenges	43
4.4. Summary of Findings.....	48
CHAPTER FIVE.....	50
CONCLUSION AND RECOMENDATIONS	50
Introduction.....	50
5.1. Conclusion	50
5.2. Recommendations	51
5.3. Direction for Future Research.....	52
APPENDICES	58
General Instructions	59
Section 1: Respondent Profile.....	59
Section 2: Stakeholder Identification process, base and project stage	60
Section 3: Stakeholder Management, Its Practice and Challenges.....	61
Appendix 2: Interview Guides	65

ACKNOWLEDGEMENT

First and foremost, I would like to thank God who is with me always throughout my journey.

Though the accomplishment of this research project involved kindly contribution and inspiration of many people, my deepest gratitude goes to my beloved families to your prayer, love and encouragement to complete the research.

My deepest gratitude goes to my advisor Dr. Muluadam Alemu, for structuring the research, for his constructive comments, supportive ideas and encouraging me to complete the research project.

In addition, I would like to indebted all participated Addis Ababa river basin and green area development administration agency stuffs and managers who willingly cooperate in responding the questionnaires during my study.

List of Abbreviations and Acronyms

AARBGADAA	Addis Ababa River Basin on Green Area Development and Administration Agency
AAU	Addis Ababa University
AHP	Analytical Hierarch Process
ANGS	Accessible Natural Green space Standards
CABE	Commission for Architecture and the Built Environment
CSA	Central Statistical Agency
EEA	European Environment Agency
EEAC	European Environment and Sustainable Development Advisory Councils
EU	European Union
GI	Green Infrastructure
GIS	Geographic Information System
IFC	International Finance Corporation
ISO	International organization for Standardization
OUPI	Oromia Urban Planning Institute
PFSD	Project Feasibility Study directorate
PMOBK	Project management body of Knowledge
PMI	Project management institute
PPSC	Planning Policy Statement Consultation
RBGADD	River Basin and Green Area Development Directorate
UN	United Nation

LIST OF TABLE

Table 1: Demographic profile of respondents.....	36
Table 2: Stakeholder Identification Process.....	37
Table 3: Stakeholder Identification Timing.....	37
Table 4: Stakeholder identification base.....	38
Table 5: Stakeholder management practices analysis in likert scale questionnaire.....	40
Table 6: Stakeholder management practices analysis in yes or no questions.....	42
Table 7: Stakeholder management challenge analysis in likert scale questionnaire.....	37
Table 8: Stakeholder management challenge analysis using yes or no question.....	39

LIST OF FIGURE

Figure 1: External and internal stakeholders	22
Figure 2: Conceptual Framework on stakeholder management, its practice and challenge & related factors	29

ABSTRACT

Project stakeholder management is among the ten knowledge areas that a project manager must be familiar with for a successful implementation of a project work. Hence, this study aims to assess project stakeholder practice and challenges of urban greening projects of Addis Ababa. The study has examined major issue related to Stakeholder Identification, stakeholder management process, stakeholder management practice and stakeholder management challenges. The research used descriptive research design and a mixed method of qualitative and quantitative approaches to carry out the study. Primary data was collected from a total of thirty four respondents which are selected using census method. The collected data was analyzed with the help of SPSS version 20.0. The qualitative data was presented using descriptive statistics with the help of table, frequency, percentage mean and also standard deviation. Semi-structured interview was also conducted with the 3 project managers, and analyzed qualitatively by integrating secondary data obtained from progress and annual and project feasibility study reports. Accordingly, the findings of the study reveal, the overall stakeholder management practice of the agency can be said satisfactory, which the aggregate mean is 3.05. However, a failure in identification of all stakeholders at early stages of the project, Poor management of stakeholder expectations, and also the absence of well standardized stakeholder management process has been mentioned as a major barriers of effective stakeholder management of the agency. Finally, it is recommended that all stakeholders should understand project goals and objectives, all relevant stakeholders should identify from the project early stages, and need to assign a separate stakeholder management unit with a standardized stakeholder management process in order to realize project success.

Key words: *Project Stakeholders, Project Stakeholder Identification, project stakeholder management.*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Cities are an important habitat with a collection of physical, economic, social, political and cultural capital. On the other hand, USEPA (United States Environmental Protection Agency), 2009 lays emphasis on the protection of natural habitat in both urban and rural areas. This follows the general approach by introducing facilities such as parks, gardens, swales into the urban infrastructure and is managed by USEPA and partner organizations in different municipality areas (Weinstein, 2008).

Greening Infrastructure (GI) referred to an interconnected network of natural areas (open spaces, waterways, wetlands, watersheds, woodlands, wildlife habitat, parks) that provided vital services to maintain ecological processes, sustain air and water resources and contributed to enrich health and quality of life for people (PCSD, 1999). Therefore, in urban regions, GI includes a wide range of green spaces elements such as parks, open spaces, playing grounds, pocket spaces, small incidental green space and neighborhood gardens that are linked by tree-lined streets and waterways, around and between urban areas (Said & Mansor, 2011). GI is the ecological framework for environmental, social, and economic health in short, our natural life-support system: Benedict & McMahon (2006) Urban greening is drawn up as answer for the disordered urban environment furthermore, vegetation uptake carbon dioxide and stabilize the heat of urban areas and contribute to reduce the impact of climate change beside its ascetic and economical values (Creutzig, 2016). In regards, there are countered challenges in protecting environment using urban infrastructure approach. Responding to these challenges such as first-time urban growth lies in innovative development of green infrastructure, which not only ensures resilience, but also includes environmental and well-being benefits for all the community.

In order to overcome that, since each greening infrastructure projects passes through various project phases from initiation of the project to the completion stage, effective project management is a very crucial thing. It is equally significant to manage the development of green infrastructure projects in order to deliver effective and efficient transition to sustainable urban form that further enhances urban resilience to multiple social, economic and environmental stressors.

The nature of this type of projects involve diverse stakeholders which are directly or indirectly from the internal environment or from formal members of the project and from external environment or actors in the project's environment that are not formal members of the project coalition but may affect or be affected by the project (Winch, 2004). The term stake can be defined as, an interest or a share in an undertaking while a stakeholder is an individual with a stake (Weiss, 2006). Hence, such stakeholders as an individual or as a group will have different interests about the activities and also the final deliverable of the project. Thus the project management need to give an attention to the concept of efficient and effective stakeholder management, which it is started from having an understanding about a various stakeholders interest towards the project. Therefore, the interest and involvement of stakeholder in different stage of project can positively or negatively affect an organization and its function, goal, development and even survival. Here on the other side, the execution of that specific project will also have a chance to make a stakeholder beneficial or not in one way or another. Stakeholders are beneficial when they help you achieve your goals and they are antagonistic when they oppose your mission. In effect, stakeholders have power to be either a threat or a benefit to an organization (Gibson, 2000).

The introduction of 'stakeholder management' term has frequently been in use and it implies that stakeholder behaviours and actions can, indeed, be managed, i.e. predicted, planned and controlled. (PMBOK, 2019) Stakeholder Management aids in identifying the stakeholders based on their power to influence, urgency of claims and legitimacy of their relationship with the organization (Hamidu, Ibrahim & Daneji, 2014). Besides, Stakeholder management is used to gain support from both internal and external stakeholder for the successful completion of the project (Forman & Discenza, 2012). The main task in the stakeholder management process is to understand the relationships, know the power and interests and then manage the stakeholders for the success of the project and organization (Freeman & McVea, 2001). Correspondingly, according to Kassinis & Vafeas, (2006) the objective of stakeholder management is determining who the stakeholders are and how they should be dealt with, stakeholder management is about following a process, and stakeholder engagement is about building relationships with people.

On the way to this, with the emergence of the global vision of the economic and social system and the intention of contributing towards sustainability a more embracing view building relationships with stakeholders came into the picture both as a challenge and a necessity to pursue. Here the organization rather than considering itself at the centre in its own universe, but looks at its self

from the perspective of the system it is acting (Lozano, 2005). These further suggested the need to think how to understand, engage and influence stakeholders should be sought rather than managing them (PMI, 2019).

According to Mpofu (2013), the achievements of Addis Ababa with regard to urban green space management include; establishing Addis Ababa River Basin and Green Areas Development Administration in which it is a critical and fundamental starting point in establishing the existence of a national policy and city bye-laws on green space management standards and practices. AARBGADAA is a new governmental agency established by the Addis Ababa city council of city planning commission proclamation, responsible for the development and safekeeping a river basin and green areas of Addis Ababa. The department, to be known as River basins and green areas agency will directly report to the city manager its projects under like, Gulele Botanical Garden, Addis Zoo Park Center, City River Buffers Development and Climate Change Monitoring Project Office, Entoto & its surrounding tourist Destination Development Project Office and Addis Ababa Parks Development Project Office. The project office is found to be established in December 2016 having a vision of developing and revitalize the city's river and riversides and also in Africa by 2020.

There are private and governmental initiatives working on development and management of urban green areas, such as; the Clean and Green Addis Ababa Society, involvement of private sectors(outsourcing of parks, example, Ambassador Park), AAU, Health Bureau, the clean and green movements, and the late Prime Minister Meles's memorial parks. Likewise AARBGADAA, is also been working with numerous stakeholders which are from both the internal and external environment, such as Addis Ababa city administration, governmental organizations such as AACRA, Addis Ababa water works, Ethiopian electric power and Ethio telecom, private contractors, consultants, technical professionals, financial institutes and also local communities.

As a literature gap, the researcher have noticed that there is a deficiency in clearly illustrate that urban greening infrastructure projects plays a vital role in uplifting cities economy, social and environmental status and builds a good image. So it's important to recognize that, this type of development projects is expected to have a chance of participating various stakeholder from the inside and outside of the project and that none of its goal is achieved without them. Hence, considering identification of every concerning stakeholder and their interest towards at the early

stages and creating a good communication in order to give insight of the intended goal of the project is crucial thing. This leads to have a formal project stakeholder management plan and following each process inside will have a direct and constructive impact on the project deliverable.

This study focuses on assessing the practice and challenges stakeholder management of urban greening infrastructure projects, particularly on the selected parks besides identifying concerned stakeholders and their different interest over the project. Different studies has declared that, a lack in understanding of the various interest of numerous interest groups, their intentions for their actions and their potential influence has been identified as a major challenge in projects on the project lifecycle. Thus, the better the project management is attentive about the significance of the project stakeholder management practices, the better it can identify the barriers and challenges faced in the project. So this study will be helpful to figure out the better solution for the noted problems regarding project stakeholder management practices of the agency by harmonizing national, community and environmental aspects of the projects through adapting various tools enabling to effectively accomplish new and existing park projects of the study area.

1.2. Statement of the problem

Project success is a multidimensional concept and that many factors are identified that go beyond the traditional ‘iron triangle’ criteria, scope, cost and time (Mishra & Soota, 2005). Projects are different one another in their aspects, so the management practices vary significantly from one type of project to another. This may lead us to employ different tools, techniques and approaches for different types of projects even within the same organization, in order to adapt the project management methods to the specific needs of each project (Payne & Turner, 1999).

Ethiopia has a high rate of urbanization, averaging about 4.3% per annum and about 30% of urban population is concentrated in the capital and primate city, Addis-Ababa (MWUD, 2016). The city is characterized by poor management of green areas. According to Mpofo (2013), the challenges and constraints experienced in association with green area management projects of the city are categorized as institutional, social, and financial or economic. As a social challenge and constraint, Addis Ababa faces lack of knowledge and lower perceived value to urban green areas, illegal encroachment, and experienced open dumping of solid wastes by the inhabitants of the city into existing urban green spaces. This consequences high pressure on the attractiveness of the city,

thereby threatening the ability of green areas to perform their basic ecological, social and economic functions.

There are urban greening projects in Addis Ababa which are directed by AARBGADAA. Even though Projects are a series of activities and tasks that have a specific objective to be completed within certain specification having a defined schedule, funding limit, and consume human and non-human resources (Kerzner, 2009), Poor stakeholder coordination and management in terms of working together towards better sanitation, beautification and park development is attributed to the inability to effect rules and regulations. The failure is attributed to weak coordination and mobilization of stakeholders like communities, the youth, voluntary organizations, the private sector agencies and the public at large in managing the green areas near the main roads, homesteads, institutional yards and other public and private urban open green areas. Not only that, inefficient follow-up and close supervision of the Agency is other constraints. In a research on “Collaborative governance: assessing the problem of weak cross-sectorial collaboration for the governance of Addis Ababa Rivers” the absence of committee that could facilitate collaboration of different sectors, the commitment and sense of responsibility of authorities, communication and facilitating styles of collaborative governance activity are among the challenges noted on sectorial collaboration. (Woldesenbet, 2018). Due to the above mentioned problems, the researcher is motivated to study the role of stakeholders ‘management practices and the challenges on the selected park projects.

Managing different stakeholders’ interest in UGI of Addis Ababa have not fully encompassed the enormous importance of stakeholder management. It is known to focus on internal stakeholders like clients, contractors and contractors alienating the external stakeholders who are usually affected by the projects i.e. End users, donors, local community and also neighbors etc. Hence, the researcher focuses on explaining the relevance of efficient and effective stakeholder management, for urban greening projects of Addis Ababa undertaken specifically in AARBGADAA by assessing its practice and the encountered challenges. This will hopefully aid to have a better project stakeholder management practices for the future upcoming projects.

1.3. Basic Research Question

The paper will focus on addressing the following questions:

1. How the process of identification of stakeholders of urban greening infrastructure projects by AARBGADAA looks like?
2. What are the stakeholder management practice of urban green infrastructure projects, in the study area?
3. What are the stakeholder management challenges of urban green infrastructure projects in the study area, AARBGADAA?

1.4. Objective of the study

1.4.1. General objective

This study is aimed to assess the stakeholder management practice and challenges of Addis Ababa city urban greening infrastructure projects in the case of selected parks.

1.4.2. Specific objective

- To assess how stakeholders, involved in the urban infrastructure projects of AARBGADAA are identified.
- To assess stakeholder management practices of urban green infrastructure projects in AARBGADAA.
- To assess stakeholder management challenges of urban green infrastructure projects in AARBGADAA.

1.5. Scope of the study

As the definitions of many authors agree, there are different components that actually found in urban green infrastructure like, urban forest, public green spaces, gardens, playing grounds, right-of-way along streams and roads, community gardens, urban wetlands, and constructed features such as green roofs, green walls, permeable vegetated surfaces, green swales and rain gardens as the main components that are constitute urban GI (CABE, 2010; Natural England, 2010; Davis et al., 2012; Serra-Liobet & Hermida, 2016).

AARBGADAA (2015) reports that urban green areas include public parks, greenery alongside road and road divide, road squares, cemetery, trees in churches and nonreligious institutions. Thus, the researcher will, focuses on an assessment of stakeholder management practices and challenges of urban greening project in Addis Ababa in the case of recently completed and on-going park projects. These are Ferencay Park, Ambassador Park, Holland Park, Akaki Park, Kentiba W/Tsadik Park and Lideta Swimming pool, which each of them comprises of children playground, swimming pool, art gallery, library, amphitheatre and also cafeteria.

1.6. Significance of the study

It is hoped that this research will add to the limited knowledge available in the study area assessing the stakeholder management practice of Addis Ababa urban green infrastructure and identifying challenges during project implementation of the above selected park projects. This study will establishes the importance of effective stakeholder management practices of developmental projects of the city, which have a great role in building cities image from its economic, social and environmental benefits. The study also assesses noted challenges regarding the issue, so the outcome of the study will help to minimize such challenges on the upcoming projects of AARBGADAA. Likewise, it may also be used for policy considerations in the planning and designing of urban green infrastructure projects.

1.7. Limitations of the study

Every research has its own limitation, the main one here are due to the current issue in all over the world coved 19, the researcher failed to deliver all the necessary questionnaire for the those who are related to the study and also failed to have all responses back. The secondary data collection method has also faced a challenge in finding all the relevant data due to the confidentiality issue of the agency, which may makes the end result of the study to be insufficient to address all the necessary information for the next related study.

1.8. Terms and their conceptual definition

Project stakeholder: A stakeholder, by definition, any group or individual who can affect or it affected by the achievement of the project. (Johnson & Scholes, 2002)

Project stakeholder management: The process of forming, monitoring and maintaining constructive relationships with investors by influencing their expectations of gain resulting from their investment appropriately. Stakeholder management also helps a business move toward its stated goals by keeping existing investors satisfied, and recruiting new investors as necessary, in a responsible and ethical way (Jan,2002)

Stakeholder identification: is a combination of steps to identify all individuals or institutions that are interested in, or have a concern in current project, and to document all relevant information regarding their expectations, involvement, and influence on the project outcomes (Ballejos & Montagna, 2008).

Project success: project that meets its objectives under budget and under schedule and delivering the benefits and meeting expectations of beneficiaries, stakeholders, donors or funding agencies. (Rodolfo, 2018) management.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. GENERAL

Project is defined as a temporary endeavor undertaken to create a unique product, service, or results” (Project Management Institute 2013: 3), in other word, it is a temporary endeavor with the objective to create a unique product, service or result and it is temporary is not necessarily mean short in duration rather it has its own defined beginning and ending time. The size and length of a project can vary from one person to thousands and from a few weeks to more than five years (PMI, 2008). Moreover, projects can also have social, economic, and environmental impacts that far outlast the projects themselves (PMI, 2004). Projects can be initiatives from different requests or problems raised in organizations or in one society, so that an organization use projects as a means to respond to requests that cannot be handled within the normal organizational limits. These projects often have milestones or decision points where the project is evaluated, and the organization decides whether it will continue or be terminated (Antvik & Sjöholm, 2007). Projects involves both internal and external stakeholders, the customer, sponsor, government and private institution and so on starts by signing of legally binding agreement, drawn up between the stakeholders and it contains specific definitions of what work the project includes (Antvik & Sjöholm, 2007).

Project Management

The concept, human and financial resources are needed to be managed effectively and efficiently in order to achieve its project’s goal leads the acceptance and growth of project management. Projects have been defined as various concepts by different organizations such as IPMA, PMI and ISO (PMI, 2008). Applying project management is the application of the necessary tools and techniques in accordance of the project request. According to PMBOK “Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements” (PMI 2013: 5) and PMBOK Guide has provided us with a useful summary of doctrine of project management, which includes nine knowledge areas. Each one of the nine knowledge areas contains the processes that need to be accomplished within its discipline in order

to achieve an effective project management program (PMI, 2008; Kerzner, 2004). These are project integration, project scope management, project schedule management, project cost management, project quality management, project resource management, project communication management, project risk management and also project procurement management.

Subsequently, Project Stakeholder Management is introduced as a new knowledge area in the 5th edition of PMBOK (Project Management Body of Knowledge). It is important to understand that, there is a difference between stakeholders' expectations about the project activities and goal. Thus, in order to address their expectation stakeholder management plays a vital role. Stakeholder management is the process of managing the expectation of anyone who has an interest in a project or will be affected by it (kerzner, 2004). As a result, all the project management knowledge areas are the core technical subject matter, which are necessary for effective project management. This is an evolving standard that is updated periodically in its PMBOK.

Project Management Processes

Project management processes can be described in terms of the integration between the processes, their interactions, and the purposes they serve. As mentioned above, project management processes are grouped into five categories known as Project Management Process Groups (or Process Groups) (PMI, 2013)

- **Initiating Process Group.** The processes in this grouped are used to define a new project or a new phase for ongoing project by having authorization for starting the project/phase.
- **Planning Process Group.** The processes in this group are used to set scope and objectives for a project as well as to list down course of actions used to achieve those objectives.
- **Executing Process Group.** The processes in this group are used to perform works of the project that are defined in the project management plan to achieve project requirements.
- **Monitoring and Controlling Process Group.** The processes in this group are used to follow, review, and facilitate the flow and performance of a project. The processes are also used to identify the need for changes and execute them.

- **Closing Process Group.** The processes in this group are used to finalize activities of a project or phase in a formal way. These project management process groups describe project in terms of phases. They involve several areas of project management applications. These areas refer to as ‘project management knowledge areas.

2.2. THEORETICAL LITERATURE REVIEW

What Is Stakeholder?

The term 'stakeholder' refers to persons, groups or organizations that must somehow be taken into account by leaders, managers and frontline staff (Bryson, 2004). According to Freeman (1984), a stakeholder is any group or individual who can affect or is affected by the achievement of the organization's objectives.

Master of project academy study stakeholders are all those who have a stake in a project. It is meant by they have an influence, impact or can be affected by the implementation of the project. They are a part of or out of project organization. IFC (2007) defined stakeholders as, persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholders also include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, the academic community, or other businesses.

Project Stakeholder Classification

As project is part of public works department it may include all members of the community as stakeholders and number in the thousands. In determining what a stakeholder is, it is important that we consider anyone who may fall into any of these categories. According to Neil (2011), there are three types of stakeholders, these are:

- Primary stakeholders: are those ultimately affected, either positively or negatively by an organization's actions.
- Secondary stakeholders: are the ‘intermediaries’, that is, persons or organizations who are indirectly affected by an organization's actions.

□ Key stakeholders: (who can also belong to the first two groups) have significant influence upon or importance within an organization

One way of classifying Stakeholders can be on the basis of their aspects and knowing, which stakeholders may have negative or positive impacts on projects, External and Internal and also Normative and Derivative.

External and Internal: Stakeholders can be an internal part of a project's organization, or external, such as customers, creditors, unions, or members of a community.



Figure 1: External and internal stakeholders

Source: Project Management, Adrinne (2018)

Normative and Derivative: Fassin (2009) divided stakeholders into two groups: normative and derivative. Normative stakeholders refer to those stakeholders who are explicitly related to the organization, and to whom the organization has an ethical duty. Derivative stakeholders refers to those stakeholders who have no direct relationship with the organization; however, they can either hurt the organization (or its function).

Project Stakeholder Identification

One of the first steps in project management planning is the identification of stakeholders. In order to accomplish this, depending on the complexity and scope of a project we must analyze the project landscape and determine what individuals or groups can influence and affect the project or be affected by its performance and outcome. Thus, a permanent identification and prioritization of stakeholder's throughout the project lifecycle is considered as good practice (Eskerod & Jepsen,

2013 and Burke & Barren, 2014). Projects stakeholders is identified and fixed in terms of their different potential, interest and also power in order to meet projects goal. Both Cleland, (1986); & Karlsen, (2002) make clear it that, It is essential to identify as many as stakeholders as possible at the beginning and throughout the project and categorize them into different segments according to their level of interest, influence, importance, position, and expectations at the earliest stages of the project as much as possible. In identifying stakeholders, every stakeholders that may directly or indirectly affected by the project output must be taken in to consideration. Carroll (2006) described stakeholders as “individuals or organizations that are either affected by or affect the deliverables or outputs of a specific organization”. Not only that, Stakeholder are also “ those who can influence the activities/final results of the project, whose lives or environment are positively or negatively affected by the project, and who receive direct and indirect benefit from it” Takim, (2009).

Stakeholder Identification Processes

There are different stakeholder identification processes. As Yang & Jayasuriya: Sajani & Gunarathna: Chathuri & Arashpour, (2018)

Project team brainstorming - to identify some core relevant duty bearers as they are alternatively called, usually at the project team level

Stakeholder Forums - the project problem and objectives are discussed, roles identified, resources are assessed and more duty bearers are identified and tentative action plans made.

Snowballing/through peers - used to reach out to more stakeholders; in some cases, checklists are developed and used in identifying Stakeholders.

Combination- using of all using all options above.

Project Stakeholder Management

Both practical and theoretical research in this field has developed rapidly in recent years Project management is the way of managing change by describing activities that meet specific objectives by involving stakeholders and teamwork to achieve successful implementation. Besides, the nature of economic assistance and the complex web of stakeholders hinder the implementation of management tools in the project cycle (Pinto, 1990; Khang & Moe, 2008). On the other side,

Stakeholder management is the process of identifying stakeholder groups, the interests they represent, the amount of power they possess, and determining if they represent inhibiting or supporting factors toward the transformation (Kassinis & Vafeas, 2006).

PMI (2008) also defined project stakeholders as “individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion”. Assuddani and Klopebog (2012) defined project stakeholder management is the continuing development of relationships with stakeholders for the project success. “Stakeholder management has been one of the core soft skills areas that have been highlighted as being necessary for PM to advance (Crawford, 2005; Morris et al., 2006; Winter et al., 2006). Stakeholder management involves managing relationships in order to motivate stakeholders to behave in ways that support the objectives of a firm (Moloney, 2006). At the time of conflicts stakeholder management also has a vital role in which, analyzing the conflicts and coalitions among stakeholders is an important step for stakeholder management (Freeman, 2007). In fact, conflicting parties seek mutually satisfactory solutions, which can be achieved by joint problem solving to seek alternative solutions. Stakeholder management of a particular project can be effectively implemented, in building a clear media so as to explain the central objective of the project on the way to invite them for their participation of concerned stakeholders within every stage of the project.

Besides, there is the issue called Stakeholder Engagement, with a direct definition of the actual practice of influencing a variety of outcomes through consultation, communication, negotiation, compromise, and relationship building (APM, 2019). Communities of practitioners in different sectors, cultures and locations have developed their valid descriptions as to what it is and how it is successfully practiced *Ibid*. In other words this is meant by stakeholder engagement is a facilitating tool for the effective project stakeholder management. The stakeholder community comprises of individuals as well as groups of people, each with a different potential to influence the activities and the outcome of the project either positively or negatively. Hence the project team must develop knowledge about this community and appreciation of the right level of engagement. Where the concept that success of the project and an organization’s activities is achieved its business strategies and objectives (often projects) depends on the engagement and involvement of the stakeholder community. Therefore it can generally be said that, Stakeholder engagement is

considered a function that compliments stakeholder management and both are needed for project success. (Davidson, 2017 cited in APM, 2019).

Stakeholder Management process

Following through with these steps will help you effectively address the requirements of your stakeholders and keep them satisfied IFC (2007).

Identify: important when making this list that you gather and collate as much as possible about the Individuals and groups on it. This will enable to start thinking through appropriate and targeted communication with them.

Analyze: analyses their need, objections and concerns. Some of your stakeholders needs will be required to maintain their support with your project.

Communication: important to find an innovative and efficient manner in which to communicate with them. It is helpful to have a communication plan in place so that the process runs smoothly without negatively impacting on productivity.

Management: continually reviewing, manage and communicate effectively with each stakeholder. Involve stakeholders are not always keen to participate, but engaging them at the early stage of the project will help to ensure success.

All projects need a clear set of deliverable as a project aim agreed to be achieved. So this should to be communicated to stakeholders to ensure clear understanding regarding the progress of the project. Besides, the quality and technical specification of the output also need to be outlined first so, stakeholders can have a chance to control the result of the project with respects to the initial stated plans.

Project Stakeholder Management and Project Success

As every project is with its own delivery, the final outcome of the project can be measured to know whether it has achieved its goal as per the earlier plan of the project specified at the planning stage of the project. It is said that a clear and comprehensive definition of project success and failure may not be determined, and consequently the project manager may strive to meet goals that were

never intended by the stakeholders (Meredith & Mantel, 2000). On the other hand, project success is a core project management concept; a review of the project management literature reveals that there is no standardized definition of project successes in the project management literature (Baccarini, 1999). Hence there are some explanations regarding the success definition for one particular project Cooke-Davies, (2002) has also put it that, the two common ways of project success was measured: Project success measured against project objective and Project management success measured against the performance of the widespread and traditional measures against cost, time and quality.

In addition to that The Development Assistance Committee (DAC) of Organization for Economic Co-operation and Development (OECD, 2002) has five criteria for measuring project success:

- Relevance is defined as the extent to which the project is able to meet the priorities of the recipient country.
- Efficiency is defined as the extent to which the project incurred the lowest possible expenditure to meet the objectives of the project,
- Effectiveness is defined as the extent to which the project is able to meet its objectives.
- Impact is defined as all direct or indirect changes, whether positive or negative, that the project has generated.
- Sustainability is defined as the extent to which the benefits of the project are institutionalized so that it can continue even after the completion of the project (Ika et al., 2012 cited in Yamin & Sim, 2016)

Therefore as the above definitions illustrated it the project success is not seen as one perspective only and also it can be measured with different success criteria. Here project stakeholder management plays a great role in which, (Forman & Discenza, 2012) stated that stakeholder management is a critical process for the success of every project, and consists of all the purposeful activities carried out in connection to the project stakeholders in order to enhance project success (Jepsen & Eskerod, 2016).

Baker, et al (1988) strongly confirmed the importance of including client satisfaction within any measure of project success: accepting clients as one part of stakeholder and considering their satisfaction as one means of measuring project success is an essential thing. Clients believe that

outcome or the final delivery of the project has to meet the specification of the project and so as to meet their expectation.

Generally, it can be said that, the project is said to be succeed if and only if the cooperation of all the stakeholders involved in the project is sustained and run towards the achievement of the final project goal. Understanding between the management and the stakeholder is a leading task and will make the environment easy to work together towards the final goal of the project. The concept that any activity can only exist with the informed consent of its stakeholder community, and that managing the relationships between this community and the activity will increase the chances of success.

Challenges of Stakeholder Management

Ignoring the interests of, and information held by, key stakeholders and 'three outstanding attitudes: obliviousness to the growing disaffection of constituents, primacy of self-aggrandizement, and the illusion of invulnerable status are persistent aspects of folly' (Nutt, 2002). On the same study, 400 strategic decisions revealed that half of the decisions 'failed' that is they were not implemented, only partially implemented or otherwise produced poor results in large part because decision makers failed to attend to interests and information held by key stakeholders.

Lack of clearly understanding, defining and following a project management process groups (poor scoping, planning, launching, monitoring & controlling and closing) throughout the project life is a major contributing factor for unsuccessfulness of many projects (Pinto&Mantel, 1990). Challenges in managing stakeholders can come up with different reasons. And the sources could be either from the project manager side or from one or more stakeholder that are directly or indirectly involved in the projects of different stages. When we see from the project manager side, traditional Project managers focuses on tools and templates that allow us to complete the creation of the products or services being delivered, the discipline of Stakeholder management focus on human dynamics; managing relationships and communications (Peter, 2007) whereas uncertainty caused by stakeholders that contribute to project failure include poor communication, inadequate resources assigned to the project, changes in the scope of work, unfavorable news about the project in the press, and negative community reactions to the project (Kalsern, 2002).

According to Kastner, (2010) there are three major sources of Stakeholder Management challenges:

- Unclear Stakeholders- those who do not clearly articulate enough or who are not open and honest about their interests and expectations.
- Unidentified Stakeholders- those who were not identified early in the project.
- Unreasonable Stakeholders- those who do not embrace what some refer to as reason and the laws of physics.

The three major aspects of cultural difference that can affect a project are communications, negotiations and decision making. These could bring up conflict of interest, among different stakeholders. However the project manager need to figure out the core reason first so that, analyzing the conflicts and coalitions among stakeholders is an important step for stakeholder management (Freeman 2007). In addition, such stakeholders who have been conflicting also need to see ways of solution which can be satisfactory for both parties.

From different literature studies, it has been suggested that, since expectations are not fixed setting a limitation and managing stakeholder expectation from the beginning and also finding a good way to communicate them will have a direct contribution in managing elevated conflict. Accordingly, (Scrum, 2019) stated managing stakeholders expectation, choosing best way of communicating with stakeholders, demonstrating that you are in control throughout the process and build trust and empathy is important to be able to influence and challenge Stakeholders when necessary.

There is an additional concept called trust and collaboration issue among stakeholders, which is about a habit of “working in silos”; disregard of the positive outcomes of collaboration.(Fatimath, 2015), Key personnel of important stakeholders plays a greater role transferring, knowledge, experiences and information; with a high anticipation to see the prompt results of the collaboration. Collaboration among stakeholder may face a challenge due to fatigue a rising because of previous not kept promises, which have a direct impact on the trust, motivation and collaboration of stakeholders for future upcoming projects.

2.3. CONCEPTUAL LITERATURE REVIEW

Stakeholder management begin with identifying all the concerned stakeholders, group of different background participants which will support stakeholder management process. Peter (2008), the first step in developing Project Stakeholder Management strategy is to identify the stakeholders. Effective stakeholder management have its own process and keeping them all accordingly plays a great role in project success. Recently it is well understandable that, one of achieving a project success is supposed to be happen by undertaking a well-organized project stakeholders identification and effective project stakeholder management.

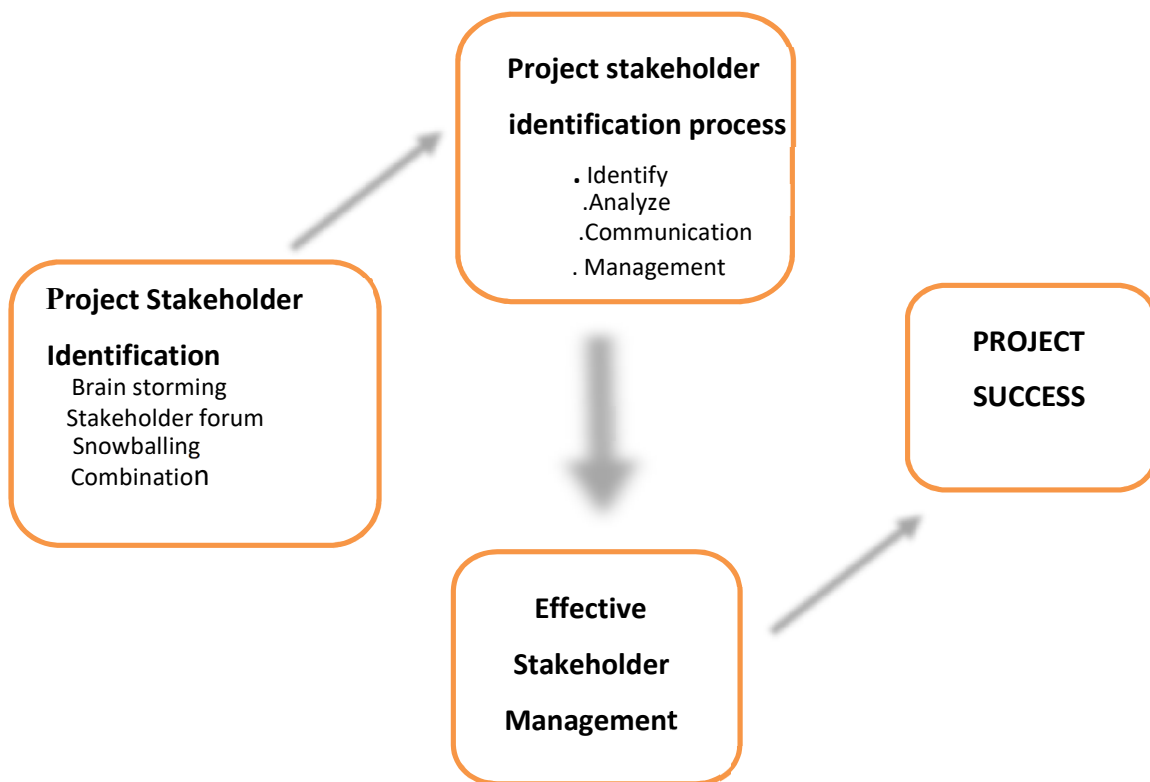


Figure 2: Conceptual Framework on stakeholder management, its practice and challenge & related factors

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

The major aim of this study is to assess the practices and challenges of stakeholder management of AARBGADAA on the selected recently completed and on-going projects. The research questions are assessing how key stakeholders are identified and assessing stakeholder management practice and the related challenges. It comprised a total of 38 questionnaires that were distributed to a total of 34 employees of the agency and 5 semi structured interview conducted for 3 higher officers of the projects. In the questionnaire, respondents were requested to provide information relating to practice and challenges of stakeholder management on the recently completed or on-going projects.

3.1. Research Design

The researcher has adopted a descriptive research design. Descriptive research involves gathering the data to describe phenomenon or an event it exists to answer who, what, when, where and how questions at present and then organize, tabulate, depict and describes collected data in the form of graphs and charts in order to help the reader to have a common understanding the issue under inquiry. The study was conducted to answer questions of how the stakeholder management of the urban greening infrastructure projects looks like on AARBGADAA, by assessing both the practice and challenges realized on the different project stage of the study area.

3.2. Research approach

The research has used mixed method approach in order to answer research problems, using both quantitative and qualitative research designs. The researcher employed a mixed approach because, the questionnaire and document review results needed to be triangulated and integrated into the discussion through complete and synergistic utilization of data. For this purpose an interview with the concern personnel from the two project directorates of the agency and semi structured questionnaire to the concerning staffs working on the selected projects were developed and distributed in order to obtain the relevant information of the study area.

3.3. Sampling Technique and Sampling Size

AARBGADAA is structured in the form of different directorates. As the scope of the study indicates, for this study, only RBGADD and PFSD directorates are selected which are directly responsible for such type of developmental projects. The target population of this study was all of the project manager, project administrator, project coordinator and technical experts of the directorates. According to the information gathered from the administration there are 37 staffs from the initiation to closing stage of greenery and park development projects. Thus, the Census, a complete enumeration of all items in the 'population' was employed as this technique was appropriate to use. Kothari (2004) Census inquiry needs to be emphasized that when the universe is a small one, it is no use resorting to a sample survey. Therefore, all of the target population was addressed for information inquiry on the subject under study.

3.4. Data types of and source of data

For this study, both primary and secondary data sources were used. Primary data was obtained using data gathering tools such as questionnaire and semi structured interview. Survey Questionnaires' were developed and distributed to various employees involved projects, and semi structured interview which was conducted with the directorate director, project manager and project administrator.

Regarding secondary data, was collected from secondary sources of data such as books, journals, documents like reports, related articles, TOR from the internet, which are was analysed and reviewed in line with literature pertinent to the study. The third major element in the framework is the specific research methods that involve the forms of data collection, analysis, and interpretation that researchers propose for their studies.

3.5. Data collection

Mixed methods researchers look too many approaches for collecting and analysing data rather than subscribing to only one way (e.g., quantitative or qualitative). Structured questionnaire or 'close ended' questionnaire (based on Likert scale) was used as a quantitative data collection method and measured by nominal and ordinal scale and analysed by descriptive statistics. SPSS software

version 20 was used to find percentages and frequencies for tabular illustrations. The data used in this study were gathered from employees who participated in the urban greening infrastructure project. As qualitative data collection, contract documents and project progress and completion report were reviewed and to conduct semi structured interviews, some items of the questionnaires' were adopted from Mahlet Teshome (2017) and the others were developed by the researcher.

3.6. Procedures of data collection

The researcher takes the letter from the university and gives it to the concerned office of the agency to get permitted to do the study on their organization. The researcher create a time to get know each other and the general objective of the study. On the next day the researcher distributed the prepared questionnaire to all stuffs working under project development and follow up directorate. Then the respondent set the suitable time to finish responding the questionnaires'. Finally the researcher collected the questionnaires' back.

- ✓ The interview schedule is prepared before a week so the researcher can reach them at their avail time
- ✓ The researcher meet them on their office at the scheduled time
- ✓ The researcher asked the relevant semi structured question about the study area
- ✓ The interviewee responds on the question asked
- ✓ The researcher take a necessary note

3.7. Methods of Data analysis

This research has used both Qualitative and Quantitative data analysis method were used and both data bases are analysed separately in this approach. Qualitative data collected from document review and semi structured interview and interpreted using Ms Word and Ms Excel and descried using narration form. Whereas the quantitative data obtained using close ended questionnaire were analysed using statistical software known as, SPSS simple descriptive statistics like average, percentage, mean and standard deviation. So, the analysed data are determined using charts and tables while the qualitative aspect was analysed and interpreted by logical narration.

Accordingly, in the interpretation section, after the researcher presents the general quantitative and then qualitative results, a discussion should follow that specifies how the qualitative results help to expand or explain the quantitative results.

3.8. Reliability and Validity of scale test

Reliability is about the internal consistency of the measure, which describes the extent to which all the items in a test measure the same concept or construct (Assessment of stakeholders management practice and challenges in urban greening infrastructure projects); and hence, it is connected to the interrelatedness of the items) within the test (Tavakol & Dennick, 2011: 53). Cronbach's coefficient alpha (α) values are used to test the consistency so, α values ranging from 0.70 to 0.95; and those greater than 0.7 are regarded as an adequate confirmation of the reliability of a questionnaire instrument (Hyndman, 2008: 66; Tavakol & Dennick, 2011: 54; Tharenou et al., 2007: 152; Yang, 2010: 106). The Cronbach reliability coefficient alpha (α) for the entire scale (questionnaire) of this study is 0.81 which is reliable.

Validity test is about the content of the questionnaires' that weather it addressed all the necessary issues, to study stakeholder management practices and challenges in the selected urban greening projects of the agency.

3.9. Ethical Consideration

Ethical clearance were obtained from Ethical Review Committee of the St. Mary's University. Formal letter were written from the University to the respective offices and study facilities before going for data collection. Participants of the study was briefed about the objectives and aims of the study in detail. Participants were informed that their participation will purely voluntary and assured of the confidentiality of all information. To assure the confidentiality of study subject's names or any identification were not been used.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

This chapter aims in presenting the findings and results and relevant discussion from the collected data to answer the research question raised, through closed ended questionnaire and semi structured interview. The findings are analysed order to assess project stakeholder management practice and challenges of AARBGADAA of the study area. This chapter presents the analysis and interpretation of the collected data using questionnaire and interview guideline. The primary data used for this assessment were collected from the respondents were analyzed using with SPSS and Microsoft Excel 2010. Descriptive statistics such as, percentages, frequency, mean, and standard deviation were employed as potential basis to consider and their outcome.

Response rate

After knowing the respondent demographical status clearly, this is to understand respondent's opinion and perception regarding the project management practices of the study organization. Among the total of 37 staffs of the directorates, 3 (8.1%) of them were in the manager position that, interview was conducted with a 100% of respondent rate. The rest 34 (91.89%) were other project staffs, which 31 of them have filled the questionnaire correctly. So questionaries' respondent rate was 91.17%.

4.1. Demographic Profile of the Respondents

This section summarizes the demographic characteristics of the respondents such as age, educational level, years of experience, position on the project, and work experience in that specific projects.

No.	Description	Respondent		Total	

			Frequency	%	N	%
1	Age	20-30	11	35.48	31	100
		31-40	15	48.38		
		41-50	5	16.13		
2	Educational Level	MA/MSc	12	38.71	31	100
		BA/BSc	18	58.06		
		Diploma	1	3.22		
3	Position	Project manager	1	3.22	31	100
		Project administrator	1	3.22		
		Project coordinator	4	13		
		Technical Expert	10	31.26		
		Other Staff	15	48.38		
4	Work Experience	Below 2 years	4	12.9	31	100
		3-6 years	12	38.71		
		7-10 years	11	35.48		
		Above 11 years	4	12.9		
5	Work Experience in Projects	Below 3 years	9	29.03	31	100
		4- 7 years	12	38.71		

		Above 7 years	10	32.25		
--	--	---------------	----	-------	--	--

Table 1: Demographic profile of respondents

Source: Own Survey (2020)

The respondent's data shows that, 15 (48.38%) 31 and 40 years old; eleven (35.48%) respondents were found between 21 and 30 years old and the remaining five (16.13%) respondents were found between 41 and 50 years old. Therefore, it can be summarized as, out of the total 31 respondents, majority of respondents were in the age group of 31 to 40 which were matured enough to have the necessary experience to understand the nature of projects.

Regarding educational level, one (3.22%) respondents is a diploma holder; BA/BSc degree holders from the total respondents are eighteen (58.06%) and the remaining respondents having MA/MSc Degree are 12 (38.71%) This implies, most of the employees in the agency were competent enough in a various knowledge areas.

Among the total respondents' only two respondent groups, each (3.22%) were project managers and project administrators. Four (13%) were project coordinator and ten (31.26%) of them are technical experts. The last 15 (48.38%) were support staffs. Since the study was conducted on a selected project works, Technical (Engineering) team were directly in associated. Thus, the study addressed this department in a high number, so as to obtain the necessary information.

The work experience of respondents, those 4 (12.9 %) respondents have below 2 years, 12 (38.71) have 3 to 6 years of work experience; 11 (35.48%) respondents have 7 to 10 years of work experience; whereas 4 of them (12.9%) have an experience above 11 years. This implies that the respondents have the necessary knowledge and experience in to answer the questions related to the subject matter.

The table 1 have also indicated that, respondents' experience related to projects. From this, 9 (29.03%) have below 3 experience years, 12 (38.71%) of them were with 3-6 years of experience. so the remaining 10 (32. 26%) have above 7 years on that specific projects. This result implies, most of the respondents have been involved in the projects which helps this paper work to obtain genuine data from the responses of the questionnaire.

4.2. Stakeholder Identification Process, Timing and Bases

A. Identification Process of Stakeholders

Project Stages	Freq.	%
Project team Brainstorming	2	6.45
Stakeholder forum	6	19.3
Snowballing(Through peers)	15	48.3
Combination of any of these	8	25.8
Valid Total	31	100.0

Table 2: Stakeholder Identification Process

Source: Own Survey (2020)

The data in Table 2 illustrated that, project stakeholders were identified using various means of project stakeholder identification process. Two (6.45%) of the respondents answered that stakeholders are identified using brain storming, and six (19.3%) of respondents agreed on that, it is identified using stakeholder forum. The other 8 (25.8%) and 15 (48.38%) of respondent groups selected snowballing and combination of all stakeholder identification process respectively.

From the finding, it is clearly states that, majority of the respondent's selected combination of all to identify stakeholders, which includes Project team Brainstorming, Stakeholder forum, and also Snowballing (Through peers) to identify respondents.

B. Stakeholder Identification Timing

Project Stages	Freq.	%
Prefeasibility	4	12.9
Initiation	10	32.25
Implementation	12	38.71
Throughout project life	5	16.13
Valid Total	31	100.0

Table 3: Stakeholder Identification Timing

Source: Own Survey (2020)

As shown in Table 3, it shows that the majority 12 (8.71%) respondents have selected that stakeholders are identified on the implementation stage, followed by 4 (12.9%) of respondents that projects stakeholder identification process is done on the prefeasibility stage, ten (32.25%) of respondents mentioned that, the projects stakeholder identification process is done on the initiation stage of the project. The remaining five (16.13%) of the respondents relayed on, the projects stakeholder identification process is undertaken throughout project life (from prefeasibility to completion stages of their projects).

C. Stakeholder Identification Bases

Variables	Freq.	%
Influence	7	22.58
Mission and Vision	11	35.48
Interest	8	25.8
Geographic Reason	5	16.13
Valid Total	31	100.0

Table 4: Stakeholder identification base

Source: Own Survey (2020)

Table 4 analysed the bases or the criteria in identifying stakeholder. Accordingly, from the total respondents, those who selected stakeholders are identified using the mission and vision of the project took 11 (35.48%) of the total respondents followed by interest which are 8 (25.8%) and influence 7 (22.58%). The remaining 5 (16.13%) of the respondents answered that geographic reason is the base for identifying stakeholder. From this one can say that mission and vision base is used usually as a criteria to identify stakeholders for the project.

The interview held have showed that, identifying stakeholders on the early stages of the projects is important thing to mitigate the risk that comes from a conflict due to the late identification of stakeholder expectation and interest. Stakeholders of the projects can be varied and also be changed any time throughout the project life. It is also clarified that there are a common external stakeholders for all various projects of the agency, so that their interest and expectation had known on the early stages of the project.

4.3. Stakeholder Management, its practice and challenges

The following section aimed at analysing stakeholder management practice and challenges of AARBGADAA projects. The analysis have presented its query using both likert scale and also yes or no type questions by selecting various cases that there sum could lead to answer research questions of the study. In this situation, ten major scenarios for the practice and about thirteen cases for the challenge have been selected to be analysed. The respondents have answered yes or no question in terms of the total percentage of the respondents and the likert scale questions using both of the total percentage of the respondents as well as calculated mean. The data from strongly disagree to strongly agree is expressed in terms of frequency, percentage, mean and standard deviation. The mean scores were also calculated for each indicator and on a scale of 1-5 Likert, the mean scores above the value of 3 were categorized as having a positive perception and those values less than 3 are categorized as having an unfavourable perception about the stakeholder management.

1. Stakeholder Management Practice

Values	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		\bar{X}	SD
	n	%	n	%	n	%	n	%	n	%	N	%		
There is organized stakeholder management plan	5	9.6	7	12.9	8	25.8	6	19.35	5	16.13	31	100	2.967	1.328
Stakeholders are identified properly at the early stage of the project.	2	6.4	5	16.13	6	19.3	9	29.03	9	29.03	31	100	3.58	1.258
Stakeholders share common	3	9.67	6	19.35	7	22.58	11	35.48	4	12.9	31	100	3.225	1.203

understanding towards project goal														
Stakeholders' expectations are well acknowledged & managed	5	16.13	9	29.03	6	19.3	6	19.3	5	16.13	31	100	2.90	1.350
Project progress status sent periodically to stakeholders	8	25.8	6	19.3	8	25.8	6	19.3	3	9.67	31	100	2.677	1.326
The project have stakeholder conflict solving and risk mitigation mechanism	5	16.13	6	19.3	9	29.03	7	22.58	4	12.9	31	100	2.967	1.277
Average													3.05	1.29

Table 5: Stakeholder management practices analysis in likert scale questionnaire

Source: Own Survey (2020)

As indicated in table 6, the first analysis was conducted to know, if there is organized stakeholder management plan on the agency. From this 5 respondents (9.6%) of the respondents lay on the strongly disagree column, 7 of them (12.9 %) are disagreed on the existence. The other 8 respondents

(25.8%) remained neutral about the issue. About 19.35 % or 6 of respondents are agreed that organized stakeholder management plan is existed and the remaining 5 respondents which are 16.13 percent of the total respondents strongly agreed. The mean (\bar{x} =2.96) implies that organized Stakeholder management plan is not existed at the agency.

The other analysis is about how early stakeholders are identified throughout the project stage. In this case 2 (6.4 %) of the total respondents strongly disagreed and 5 (16.13 %) have disagreed that project stakeholders are identified at the early stage of the project. The other 6 (19.3%) remained neutral about the issue. On the other side, two respondent groups each 9 (29.03%) were agreed and

strongly agreed on the issue respectively. The mean ($\bar{x}=3.58$) also infers that most of the concerned stakeholders are identified at the early stage of the project.

To analyse whether or not the stakeholders share a common understanding towards the project goal, 3 (9.67%) and 6 (19.35%) of the respondents were strongly disagree and disagree that there is no common understanding. The respondents who remained to be neutral were about 7(22.58%). The other respondents 11(35.48%) and 4 (12.9%) replied that they are agreed and also strongly agreed respectively on the presence of common understanding about final goal of the project. The mean ($\bar{x}=3.225$) implies that Stakeholder share common understanding towards the project goal.

The research have also analysed if the stakeholders' expectations was well acknowledged and managed. Thereby the equal number of respondents, 5 (16.13%) were answered strongly disagreed and agreed. The other 9 (29.03%) of the respondents disagreed. Whereas the remaining two respondent groups each 6 (19.3%) were agreed and neutral about the issue discussed. The mean ($\bar{x}=2.90$) point toward that Stakeholder expectations are not well acknowledged.

On the same table, the summary about the periodically report system of the project status, the collected data have indicated that 8 respondents (25.8%) strongly disagreed and 6 (19.3%) disagreed that there is no periodically reporting system. On the other hand, 8 (25.8%) respondents remained neutral while, the other 6 (19.3%) agreed. The last respondents, 3 (9.67%) strongly agreed on the issue that there is established system on the agency. Here the mean ($\bar{x}=2.677$) implies that there is no periodically reporting system about the project status for the concerned stakeholders.

In analysing the other stakeholder management practice, conflict solving and risk mitigation mechanism have mentioned as a case to be analysed. Thus, the majority 9 (29.03%) of the respondents were neutral, followed by 7 (22.58%) respondents which were fallen to be agree. Later, 5(16.13%) were strongly disagree that there is no conflict management and risk taking mechanism, while last two column which are disagree and agree got 6 (19.3%) and 4 (12.9%) respondents respectively. The mean ($\bar{x}=2.967$) showed that there is a deficiency of conflict management system throughout the agency.

Moreover, from the table 5 findings, all the mean score of the above indicators was above 2.5. The overall perception of stakeholder management practice, the mean of the mean score was further calculated and resulted with a rating of 3.05 mean score. Therefore, a consent was reached that stakeholder management practice of the agency is on a satisfactory level.

	Y/N Question		Frequency	Percent
1	Is there a unit in your agency that is responsible for stakeholder management rather than doing it with other department?	Yes	9	29.03226
		No	22	70.96774
2	Is there a standardized stakeholder management process?	Yes	15	48.3871
		No	16	51.6129
3	Do you think Project Stakeholder Management can make a difference in the performance of a project?	Yes	24	77.42
		No	9	22.58
4	There is a communication plan as part of your Stakeholder management process?	Yes	14	45.16129
		No	17	54.83871

Table 6: Stakeholder management practices analysis in yes or no questions

Source: Own Survey (2020)

As indicated in table 6, questions relating to whether the agency is responsible for stakeholder management rather than doing it with other department, about 70.96% of the total respondents said no about the existence of responsible unit for managing relationships and communications. So there has to be a consideration prior to implementing stakeholder management practice. Whereas 29.03% were answered the agency can conduct stakeholder management with in the other department.

The existence of standardized stakeholder management was also the other indicator to analyze the practice of stakeholder management. And from the result it is indicated that, 48.38% respondents of them agreed on standardized stakeholder management existence. Whereas, the other more than half 51.63% respondents answered the agency have no standardized stakeholder management process at all, and believed on the necessity of having some standard in managing stakeholder.

Respondents were also asked, if they think Project Stakeholder Management can make a difference in the performance of a project and the majority 77.42% of them replied, yes project stakeholder management can absolutely make a difference on the final achievement of project objectives. While, others disagreed on the issue that, the presence of project stakeholder management does not make a difference on the project performance. The same table also analyzed weather there is a communication plan is part of stakeholder management and the result showed that, 45.16% of the respondents' answered yes there is a communication plan as part of your Stakeholder management process. On the other hand, 54.83% of the total respondents answered there is no such plan on the stakeholder management process. Hence as showed in the table, more than half respondents agreed on the existence of communication plan even though there is no standardized stakeholder management plan and a separate unit to lead it.

More over to the questionnaire responses the interview brought out, there is no a specific unit/department to manage stakeholder practices, unless having a plan to consider about it. Besides, it is certainly believed that standardized project stakeholder management process have a significant difference on the better accomplishment of project performance. Not only that, even though there is a regular review and consultation meeting that reports the overall project progress among stakeholders, there is a failure to evaluate how well the stakeholder expectations is been well managed. They were also believed that, it's important to have instant conflict solving mechanisms, before it consequence a risk on the overall accomplishment of the project goal.

2. Stakeholder Management Challenges

Factors	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		\bar{X}	SD
	n	%	n	%	n	%	n	%	n	%	N	%		
Organizing formal stakeholder management plan is a challenge	2	6.45	4	12.9	9	29.03	8	25.8	8	25.8	31	100	3.612	1.256
Identifying all concerned stakeholders	2	6.45	5	16.13	5	16.13	8	35.48	11	6.45	31	100	3.677	1.300

at the early stage of project is a challenge														
Lack of good communication is a challenge.	3	9.67	5	16.13	9	29.03	8	25.8	6	19.35	31	100	3.225	1.203
Selecting common communication channel is a challenge.	8	25.8	6	19.35	7	22.58	6	19.35	4	12.9	31	100	2.74	1.389
Building trust on a project by stakeholders is a challenge.	6	19.35	7	22.58	5	16.13	6	19.35	7	22.58	31	100	3.032	1.471
Managing expectations of stakeholders is a challenge.	0	0	4	12.9	12	38.71	7	22.58	5	16.13	31	100	3.64	1.050
Stakeholders have a different idea of what project looks like.	11	35.48	7	22.58	3	9.67	5	16.13	5	16.13	31	100	2.548	1.524
Average													3.21	1.313

*Table 7: Stakeholder management challenge analysis in likert scale questionnaire
Source: Own Survey (2020)*

As showed in the Table 7, the analysis on having a challenge about organizing a formal stakeholder management plan, respondents 2 (6.45%) were strongly agreed, 4 (12.9%) disagreed and the other 9 (29.03%) remained neutral. There were also two respondent groups each with 8 (25.8%) and replied that they are agreed and strongly agreed on that, there is a challenge on organizing stakeholder management plan. The mean ($\bar{x} = 3.612$) also infers that organizing stakeholder management plan there is a challenge.

On the same table, the research have analysed that, if the management is identifying the concerned stakeholders at the early stage of the project. Hence, findings have showed that 2 (6.45%) of the respondents strongly disagreed. The other two respondent groups each with 5 (16.13%) of the total respondents answered that they have disagreed and remains neutral about identifying the stakeholders at the early stage of the project is a challenge. 6 (19.35%) of the respondents agreed and the last 2 (6.45%) were strongly agreed. Accordingly, the mean ($\bar{x} = 3.677$) also implies that identifying concerned stakeholders at the early stage of the project phase is challenge.

Respondents were also asked that, whether lack of good communication is a challenge in stakeholder's management and about 3 (9.67%) strongly disagreed. Other 5 (16.13%) respondents disagree and 9 (29.03%) have answered that they are neutral. 8 (25.8%) agreed that there is a challenge on having a good communication among the concerned stakeholders' and the other 6 (19.35%) strongly agreed about the scenario. The mean ($\bar{x} = 3.225$) that shows lack of good communication among the stakeholders is a challenge for its management.

Related to presence of good communication, the study has also tried to analyse selecting common communication channel is a challenge in stakeholder management. Accordingly, from the total number of respondents 8 (25.8%) were strongly disagree, and 6 (19.35 %) disagree. 7 (22.58%) respondents remained neutral on this issue, which 6 (22.58%) and 4 (12.9%) selected agree and strongly disagree respectively. In this case the mean is ($\bar{x} = 2.74$), that indicates selecting communication channel is not mentioned as a challenge among stakeholders.

The other case to be analysed as a challenge in the project stakeholder management was building trust on a project by stakeholder and 6 (19.35%) of the total respondents replied strongly disagree. 7 (22.58%) of the respondent were strongly agreed that building trust on a project is a challenge. Similarly 7 (22.58%) of other group disagreed and 5 (16.13%) remained neutral. So the last 6 (19.35%) respondents replied agree. The mean ($\bar{x} = 3.032$), which implies that there is also a challenge in building trust among stakeholders about the project.

The study has also analysed the challenges that comes on the stakeholder management due to effectively managing the stakeholders' expectations. The response of the questionnaire showed that none of the respondents answered strongly disagree. On the other hand, 4 (29.9%) of the respondents disagreed that effective management of stakeholder expectation is a challenge. 12 (38.71%) responds remained neutral, and (22.58%) of the respondents agreed on that the issue. Further, about 8 (25.8%) selected that they were strongly agree. The mean ($\bar{x} = 3.64$) showed that effectively managing stakeholder expectations is also the other challenge for the agency for stakeholder management process as well as for the better accomplishment project.

The stakeholder's idea about the project look is also the other challenging issue. Therefore, the result show that 11 (35.48%) replied that they strongly disagree and the second group 7 (22.58) were disagreed that different project outlook can be a challenge. 3 (9.67%) of the total respondents

remained neutral so the final two groups each with 5 (16.13%) respondents agreed and strongly agreed respectively, that having a various idea about the project look can consequences challenges for the management. $\bar{x}=2.548$ is the mean that indicates to know how the project looks like is not a challenge for the stakeholder management practices.

Therefore according to table 7, the mean score of the above indicators was above 3.02. The overall perception of stakeholder management challenges, the mean of the mean score was further calculated and resulted with a rating of 3.05 mean score. Therefore, a consent was reached that stakeholder management practice of the agency is on a satisfactory level.

Y/N Question			Frequency	Percent
1	There is a failure to identify all relevant stakeholders and offering them the level of attention they deserve	Yes	17	54.838
		No	14	45.16
2	There is late identification of stakeholders' interest	Yes	15	48.3871
		No	16	51.6129
3	There is Conflicting in requirements of stakeholders	Yes	21	67.74194
		No	10	32.25806
5	There is bureaucracy related to legal and administration policies	Yes	21	67.74194
		No	10	32.25806
6	Gaps in knowledge about a specific issue	Yes	10	32.25806
		No	21	67.74194

*Table 8: Stakeholder management challenge analysis using yes or no question
Source: Own Survey (2020)*

Table 8 was also made to assess stakeholder management challenges that, if there is a failure to identify all relevant stakeholders and offering them the expected level of attention they deserve. And the findings indicated that about 54.84% of the respondents have agreed and the rest 45.16% replied no that stakeholders are identified on the early stage of the project.

Similarly the respondents answered for the question whether there is late identification of the stakeholders, and the majority 51.6 % answered yes it is the other challenge of the agency. While 48.38% respondents responded that it is not a challenge at all for the effective management of stakeholder.

From the same table, the analysis was also made if there is a conflict due to the requirements' of stakeholders and whether it is considered as a challenge. Therefore about 67.74% of total respondents and is not mentioned as a challenge for the other 32.25%. This implies conflicting in requirements of stakeholder is an issue for majority of the respondents.

The result on the above table indicates that 67.74% respondents were responded that there is a bureaucracy related to legal and administration policies that could be a challenge for both the implementation of the project as well as the stake holder management practice of the agency. On the other hand 32.25% replied no to the question. The same table has also indicated that, Gaps in knowledge about a stakeholder management, is a challenge for 32.26% of the respondents and it is not for a higher number 67.74% of the total respondents.

The interview answers regarding the challenges of stakeholder management, revealed that, there is a major internal challenge, due to a failure to have a specific unit who is directly responsible for the specific issue. These consequences a difficulty in terms of identifying key stakeholders at the proper time and also in choosing a good communication method to discuss the project intended goal to the right internal and external stakeholder. Not only that, similar results regarding the practice and confirmed that, bureaucracy as challenges among the agency and external stakeholders regarding land administration. So this conflicting of interest and changing requirement will result and Project delay. The importance of having formal stakeholder management plan and on the significance of effectively following stakeholder management process throughout the project phases has also emphasized.

The sum up of the respondents' opinion on stakeholder management practices and challenges of the projects in AARBGADAAA, there are indicators which revealed both the good and poor management practices. The agency lack to have its own department to perform effective stakeholder management throughout its project. Organized stakeholder management plan is the prior thing to be established having standardized stakeholder management process to be attentively

followed in it. This management plan has to also include efficient communication plan to reach out the concerned stakeholders about the project activity and its intended goal. Identifying all stakeholders at the early stages of the project has been also mentioned as a vital thing, so as stakeholders' various interest and expectations will be acknowledged and managed well. On the other hand, they have also indicated that, a failure to identify all relevant stakeholders and offering them the level of attention they deserve will results a difficulty in effectively managing stakeholder management process, which it will negatively affect the overall project success.

4.4. Summary of Findings

- ✚ In the project stakeholder identification process majority of the projects uses combination of all methods, which the majority of projects could either be dealing with predetermined stakeholders.
- ✚ Among different stakeholders identification timing, the agency usually identified its stakeholders during the implementation stages of the projects, throughout the project life. Furthermore, stakeholder identification base is the mission and vision of the project than the other influence, interest and also geographical reasons.
- ✚ AARBGADAA have no its own separate stakeholder management department to manage stakeholders' practices having a general awareness of the management function. Further, certain works are still to be done in order to ensure stakeholders' expectations towards the project are well acknowledged and managed.
- ✚ There is a failure in identification of all stakeholders at early stages of the project. This may results a lack in having a common understanding of project's final goal and poor execution of project stakeholder management process and the project itself.
- ✚ More than half respondent (51.6%) replied that, there is no standardized stakeholder management process even though 77.42% were agreed on the importance of effective project stakeholder management will make a difference on the performance of the project.
- ✚ With the utilization of good communication method and timely reports of the project progress and performance, is trend is to be good among different stakeholders, though 29.03 % of the respondents have neutral point of view about the situation. And also knowledge gap between stakeholders about the project is not much.

✚ The result here also points out that there poor stakeholder conflict solving mechanisms which, can be a result of late identification of stakeholders interest regarding the project and also due to a new updates of the scope and requirement.

CHAPTER FIVE

CONCLUSION AND RECOMENDATIONS

Introduction

This final chapter highlights the summary of findings; conclusion and recommendation have been provided as per the findings of the study aims to assess project stakeholder management practices and challenges of urban greening project in Addis Ababa in the case of selected parks. To accomplish the objectives of the research, the researcher applied descriptive approach and qualitative data were collected through questionnaire, semi structured interview and document review. Thus, this section reports the summary of findings, conclusions and recommendations of the study.

5.1. Conclusion

This study aims to assess project stakeholder management practices and challenges of urban greening project in Addis Ababa in the case of selected parks. There are three specific objectives, to assess how stakeholders, involved in the urban infrastructure projects of AARBGADAA are identified; To assess stakeholder management practices of urban green infrastructure projects in AARBGADAA and also To assess stakeholder management challenges of urban green infrastructure projects in AARBGADAA. Thus in order to realize the objectives of the study, the study employed both quantitative and qualitative research approaches, descriptive research design was employed to analyze the data.

As a major findings of the research, AARBGADAA is a governmental agency established by the city council, in order to safekeeping a river basin and green areas of Addis Ababa which, such projects are mainly initiated and planned by the agency. The agency comprises well educated, qualified and well experienced employees which 58.06% are degree, with a majority of 6 up to 10 years of experience, which are competent enough to know about the project manner. There are also governmental and nongovernmental institution and local communities and beneficiaries as an external stakeholders. From the other criteria's, the agency uses mission and vision of the project

as bases for stakeholder identification, which most of them are identified on the implementation stage of the project using combination of all methods.

The overall stakeholder management practice of the agency can be said that satisfactory, which the mean of the mean score was 3.05. However a failure in identification of all stakeholders at early stages of the project, lack of having a common understanding of project, poor acknowledgement and management stakeholder expectations, and also the absence of well standardized stakeholder management process has been mentioned as a major barriers of effective stakeholder management of the agency.

5.2. Recommendations

AARBGADAA should recognize and give greater emphasis to the identified gaps and ensure the effective management of its project stakeholder management practice. Thus, based on the finding of the study the following recommendations are forwarded,

- The agency ought to believe on the significance of the tenth project management knowledge area; stakeholder management and its vital role for the better accomplishment of its on-going and also future projects. Since, every projects cannot be realized their objectives without the involvement of stakeholders, to have a plan that can integrate stakeholders and their participation towards the project goal is required.
- Urban Greening Infrastructure projects comprises both internal and external stakeholders which are directly or indirectly participated on the different stages of project. Therefore, Maximum possible stakeholders should always be identified from different sectors of the project, so all the possible benefits from each stakeholder can be obtained.
- Stakeholder identification should be under taken on the early stages of the project life in order to relieve from the risks forthcoming due to the late identification of stakeholders interest relating to the project intended goal.
- It should be noted that, having a well-organized stakeholder management unit and standardized stakeholder management process is significantly important in effectively accomplishing project objective. So as one of the biggest governmental institution who

take a responsibility on the beautification of the city, the agency need to organize its own project stakeholder management plan to be implemented for throughout the projects.

- The stakeholder management plan and its practice need also ensured the existence good communication and organized conflict solving and risk mitigation mechanism in order to evade misunderstanding among all stakeholders.

5.3. Direction for Future Research

- ❖ This study is limited in its generalizability of the findings to the overall organization and in any project stakeholder management aspects. Therefore, future researches can be conduct in detail and wider perspectives, so this knowledge area will contribute for project management and project success of Ethiopia.

REFERENCES

- Ahern, J. (2007). Green infrastructure for cities: the spatial dimension. *In Cities of the Future: Towards Integrated Sustainable Water and Landscape Management ed. V. Novotny*, 267–283. London: IWA Publications.
- APM (2019). APM Body of Knowledge. 7th ed. Buckinghamshire: APM
- Bal, M. et al (2013). Stakeholder Engagement: *Achieving Sustainability in the Construction Sector*. Sustainability 6, 695-710; doi:10.3390/su5020695
- Baker, B. N., Murphy, D. C., & Fisher, D. (1988). Factors affecting project success. In: Cleland, D. I. & King, W. R. (Eds.) *Project Management Handbook*, second edition pp. 902 – 909. New York: Van Nostrand Reinhold.
- Benedict, M. A., & McMahon, E. T. (2006). *Green infrastructure: linking landscapes and communities*. Island Press.
- Burgess, S., (2015). Multifunctional green infrastructure: A typology. In Sinnett, D., Smith, N., Burgess, S. (Eds.). *Handbook on green infrastructure. Planning, design and implementation*. Edward Elgar Publishing, Cheltenham, UK, 227–241.
- Burke, Rory & Barron, Steve (2014). *Project Management Leadership: Building Creative Teams*. Second Edition, John Wiley & Sons, Ltd.
- CABE. (2010). *Research summary. Urban Green Nation: Building the evidence base*. London: Commission for Architecture and the Built Environment.
- Charles McKean (1978), 'The Greening of the City', *Built Environment*, 4,3,195-203
- Cleland, D.I. (1986). Measuring Success: The owner's viewpoint. Proceedings of the 18th Annual Seminar/Symposium (Montreal/Canada), 6-12. Upper Darby, PA: Project Management Institute

- Colding, J. (2011). The role of ecosystem services in contemporary urban planning. In: Niemelä, J., et al. (eds.) *Urban Ecology: Patterns, Processes and Applications*. (pp 228-237). Oxford: Oxford University Press
- Eskerod Pernille and Jensen, Anna Lund (2013). Project Stakeholder Management concepts and issues behind project stakeholder management. Gower Publisher.
- Fassin, Y. 2009, The Stakeholders Mode Refined, *Journal of Business Ethics*, Vol. 84, No. 1, page 113-115
- Fathimath, A. (2015). The Role of Stakeholder Collaboration in Sustainable Tourism Competitiveness: The Case of Auckland, New Zealand. A thesis submitted to Auckland
- Forman, J. B. & Discenza, R. (2012). Got stake?(Holder) management in your project. Paper presented at PMI® Global Congress 2012—North America, Vancouver, British Columbia, Canada. Newtown Square, PA: Project Management Institute retrieved from <https://www.pmi.org/learning/library/stakeholder-management-plan-6090> on 02/05/2019 on 5 pm
- Freeman, R. Edward & McVea, John. (January 2001). A Stakeholder Approach to Strategic Management. Retrieved from: https://www.researchgate.net/publication/228320877_A_Stakeholder_Approach_to_Strategic_Management).
- Fuller, R. A., & Gaston, K. J. (2009). The scaling of green space coverage in European cities. *Biology Letters*, 5, 352-355.
- Gibson, K. (2000). The moral basis of stakeholder theory. *Journal of Business Ethics*. 26: 245-257.

- Hamidu, A., Ibrahim, M. and Daneji, B. (2014).” Exploring the roles of stakeholder engagement and stakeholder management in CSR practice”, *Australian Journal of Business and Management Research*, 4 (5)
- Hansen, R. (2018). *Multifunctionality as a Principle for Urban Green Infrastructure Planning* (Doctoral dissertation, Technische Universität München).
- IFC. (2007). *Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets*. Retrieved from (www.ifc.org).
- Jane A.B (2018), *Attitudes toward green infrastructure strategies for more livable and sustainable communities*, University of Massachusetts Amherst
- Karlsen, T. J. (2002). Project Stakeholder Management. *Engineering Management Journal*, 14.
- Kassinis, G., and N. Vafeas, 2006, "Stakeholder Pressures and Environmental Performance," *Academy of Management Journal*, 49(1), 145-159.
- Kerzner, H. (2009). *Project management: a systems approach to planning, scheduling, and controlling* (10th ed.). Hoboken, New Jersey: John Wiley & Sons, Inc.
- Kothari, C.R. (2004). *Research Methodology: Methods and Techniques*. (Second Revised Edition). New Delhi: New Age International
- Lozano, J. (2005) towards the relational corporation: from managing stakeholder relationship to building stakeholder relationship (waiting for Copernicus) *Corporate governance*. 5 (2)
- McDonald, L., W. Allen, M. Benedict, & K. O'Connor. (2005). Green Infrastructure Plan Evaluation Frameworks. *Journal of Conservation Planning*, 1(1):12-4.
- Mell, I.C. (2009). Can green infrastructure promote urban sustainability? *In Proceedings of the Institution of Civil Engineers-Engineering Sustainability*, 162 (1), 23-34.

- Mpofu, T.P. (2013). Environmental challenges of urbanization: a case study for open green space management. *Research Journal of Agricultural and Environmental Management*, 2(4), 105-110.
- Meredith, Jack R., and Samuel J. Jr. Mantel,. (2000). *Project Management– A Managerial Approach*. John Wiley & Sons.
- Nataša P.C and Mojca F. (2015), ‘Infrastructure and Urban Revitalisation in Central Europe: Meeting Environmental and Spatial Challenges in the Inner City of Ljubljana, Slovenia’ *GREEN INFRASTRUCTURE IN CENTRAL,EASTERN AND SOUTH EASTERN EUROPE*,26, 50-S64
- Nutt, P. and Backoff, R. (2002). *Strategic Management of Public and Third Sector Organizations: A Handbook for Leaders*. San Francisco, CA: Jossey-Bas.
- PMI (2004).*A Guide to the Project Management Body of Knowledge*, (3rd Edition.), Project Management Institute, Newton Square, PA, USA
- Project Management Institute (2008) A Guide to the Project Management Body of Knowledge: (PMBOK Guide), Project Management Institute, Inc., Sylva, NC, USA.
- Project Management Institute. (2013). *A Guide To The Project Management Body of Knowledge*.5th ed. Pennsylvania: Project Management Institute, Inc.
- PMBOK. 2012. A guide to the project management body of knowledge (PMBOK® Guide), (5th ed.). Project Management Institute (PMI): Newton Square, PA.
- Said, I., &Mansor, M. (2011). Green Infrastructure in Cities and Towns in Southeast Asia Countries: Quest for Research. In *Second International Seminar on Sustainable Development (Jakarta, Indonesia)*, <http://www.medinanet.org/index>.

Scrum (2019), Challenging stakeholders: How to effectively manage stakeholders retrieved from <https://www.amsourcetechnology.com/news/challengingstakeholders-how-to-effectively-manage-stakeholders> 65423124953 on 23/5/2019 at 12.22am

Taylor, D.E. (1999). Central Park as a model for social control: Urban parks, social class and leisure behavior in Nineteenth-Century America. *Journal of Leisure Research*, 31, 420-77.

Thomas P.Z. Mpofu (2013), 'Urbanization and urban environmental challenges in Sub-Saharan Africa', *Research Journal of Agricultural and Environmental Management*, 2(6), 127-134

Wilkinson, P. (1985). The Golden Fleece: the search for standards. *Leisure Studies*, 4, 189- 203.

APPENDICES

Appendix 1; Survey QuestionnaireSt. Mary's University School of graduates Masters of Art in Project Management

Dear sir/Madam My name is Saron Seifu. I am currently doing my MA Degree in Project Management at St. Mary's University School of graduate studies. I am doing my MA Project work entitled: Assessment of stakeholder management practices and challenges of urban greening project in Addis Ababa in the case of selected parks.

I know your contribution to fill this questionnaire will greatly value to the success of my study. I guarantee that your identity will be kept confidential and the information you provide only be used for academic purposes. I will be happy to share the findings of this research when it's completed.

Thank you in advance for taking your precious time to fill this questionnaire. Please try to answer all the questions openly, as your answers will have an influence on the outcome of the research and advancement of knowledge in the project stakeholder management.

If you have any questions or comments, please don't hesitate to contact me. You can reach me at;

Mobile: +251-93983873

Email: sariseifu@gmail.com

With best Regards,

Saron Seifu

General Instructions

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

Section 1: Respondent Profile

1. Age

20 -30years	<input type="checkbox"/>	31-40years	<input type="checkbox"/>
41-50years	<input type="checkbox"/>	Above 50 years	<input type="checkbox"/>

2. Level of Education

Diploma	<input type="checkbox"/>
Degree	<input type="checkbox"/>
Masters	<input type="checkbox"/>

3. Years of work experience

Below3	<input type="checkbox"/>
3-5 Years	<input type="checkbox"/>
6-10 Years	<input type="checkbox"/>
Above 10 Years	<input type="checkbox"/>

4. For how many years have you worked on the project?

Below 2 year	<input type="checkbox"/>
3-6 Years	<input type="checkbox"/>
7-10 Years	<input type="checkbox"/>

5. Your position in the project

Manager	<input type="checkbox"/>
Supervisor	<input type="checkbox"/>
Expert	<input type="checkbox"/>
Administrator	<input type="checkbox"/>

Others, _____

Section 2: Stakeholder Identification process, base and project stage

- 1 . How do you identify your Stakeholders?
 - A. Project team brainstorming
 - B. Stakeholder forums
 - C. snowballing (through peers)
 - D. Combination of all
 - E. Other.....
- 2 What is/are the bases for your stakeholder identification?
 - A. Mission and vision based
 - B. Influence based
 - C. Interest based
 - D. Geographic reasons
 - E. others, please specify
- 3 At which stage of your project life do you identify stakeholders?
 - A. Prefeasibility stage
 - B. Initiation stage
 - C. Implementation stage
 - D. throughout project life
- 4 Do you think Project Stakeholder Management (PSM) can make a difference in the performance of a project?
 - A) Yes
 - B) No
- 5 If “YES”, how important is Project Stakeholder Management (PSM) to you?
 - A. Priority
 - B. Reasonably Important
 - C. Irrelevant
 - D. I don't know
- 6 What is the operational meaning of the term stakeholder communication in the context of your organization?
 - A. Process of working with stakeholders
 - B. A two-way dialogue process between project management and stakeholders
 - C. An event to let Stakeholders know what is/should be expected from and by them.
 - D. Other(specify)
- 7 How do you ensure a communication plan as part of your Stakeholder management process?

A. Meetings B. Reporting C. Both D. Other
(specify).....

Section 3: Stakeholder Management, Its Practice and Challenges

1 Is there a unit in your agency that is responsible for stakeholder management (managing relationships and communications)?

A. A. Yes B. No

3. Is there a standardized stakeholder management process?

A. Yes B. No

4. If yes, is there a centralized support for the stakeholder management process?

A. Yes B. No

5. Is there Organization-wide implementation of stakeholder management process?

A. Yes B. No

PART II: Please indicate your perceived answer by putting a tick (√) at the corresponding column i.e. strongly Agree=5, Agree=4, Neutral=3, Disagree=2, strongly Disagree=1

A. Stakeholder management practices used in AARBADAA urban greening projects

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Organized stakeholder management plan is existed					
2	Stakeholders are identified properly at the earlier stage of the project.					
3	Stakeholders share common understanding towards project goal					
4	Stakeholders' expectations are well acknowledged & managed					
5	Project progress status sent periodically to stakeholders.					
6	The project have stakeholder conflict solving and risk mitigation mechanism					

B. Stakeholder management challenges used in AARBADAA urban greening project

	Value	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Organizing a formal stakeholder management plan is a challenge					
2	Identifying all concerned stakeholders at the early stage of project is a challenge					
3	Lack of good communication is a challenge in stakeholder's management.					
4	Selecting common communication channel is a challenge.					
5	Building trust on a project by stakeholders is a challenge.					
6	Effectively managing expectations of stakeholders is a challenge					
7	Project stakeholders have conflicting interests.					
8	Stakeholders have a different idea of what project success looks like.					

C. What are the challenges / problems you are facing both from your end and from the stakeholder in working environment?

1. Failure to identify all relevant stakeholders and offering them the level of attention they deserve
2. Late identification of stakeholders' interest
3. Conflicting requirements of stakeholders
4. Procedure (related to legal and administration laws)
5. Communication gaps (including language differences, preference in utilization of communication tools)
6. Gaps in knowledge about a specific issue

Thank You for Your Cooperation.

Appendix 2: Interview Guides

St. Mary's University School graduates Masters of Art in Project Management

My name is Saron Seifu, I am a post graduate student in Master's in Project Management at St. Mary's University School graduates. As part of my studies I am conducting a project work entitled "the practice and challenges of stakeholder management in urban greening projects in Addis Ababa: the case of selected parks

Therefore, I would like to express my deepest gratitude for your cooperation in answering the following interview questions. I would like to assure you that, the data being collected will be kept confidential and will be used for the intended academic purpose only.

1. What roles do you play as an employer in the project undertaking?
2. How does the projects stakeholders are identified?
3. What does the stakeholder management practice of AARBGADAA looks like?
4. How do you evaluate the stakeholder management practices in your organization?
5. What challenges have you faced working with different stakeholders?

Thank You for Your Cooperation.