STAKEHOLDER MANAGEMENT PRACTICES IN SOCIAL IMPACT

ASSESSMENT (SIA) OF PROJECTS: A CASE OF THE TEMA

MOTORWAY-INTERCHANGE PROJECT IN THE TEMA METROPOLIS

By

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KNUST

DECLARATION

I hereby declare that this submission is my own work towards the **MSc Project Management** and that, to the best of my knowledge, it contains no material previously published by another person, nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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ABSTRACT

Stakeholder management involves the process of identifying, analyzing, planning for various strategies and implementing those actions to be able to engage efficiently with the stakeholders. These stakeholders include persons or groups who can affect or are affected by the outcomes of a project. Social Impact Assessment which deals with managing the social impact that affect these stakeholders involves regular engagements with the stakeholders to include them in the decision making process of implementing the project. The goal of this study was to explore and understand the stakeholder management practices in social impact assessment of projects. The respondents used for this study were individuals and groups affected by the construction of an interchange in the Tema metropolis. In determining the sample size, a census was used and out of the 115 questionnaires administered only 61 was answered representing 53% response rate. A snow ball sampling method was employed and data was collected through the use of structured questionnaires. From the data collected, it was revealed that various forms of communication was used to contact the stakeholders affected by the project. The stakeholders were also engaged on several occasion and allowed to make inputs in the decision- making process. Planning communication, developing stakeholder engagement plan and prioritizing the stakeholders were considered by the respondents as the most effective strategies to be used during stakeholder management. Lack of Communication was touted as a major challenge in engaging with the stakeholders. It was therefore recommended that there should be constant information flow and structured lines of communication to allow for easy cooperation.

Keywords: Stakeholder, Stakeholder Management, Social Impact Assessment

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DEDICATION

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Due to the growing concerns about the quality of human conditions and the environment, the Environmental and Social Impact Assessment (ESIA) has turned out to be one of the most significant criteria for setting up any project within an area. The growth of industry and the processes of urbanization, advanced innovations and their impacts on our environment, have for a long time generated greater worry for better environmental management in order to improve its quality due to its effect on the well-being of humans (Vanclay and Esteves, 2011). It is hoped that these proper actions carried out during the ESIA will lead to greater protection of the environment by providing clean water and air, reducing noise pollution etc. in order to promote healthy living and sustained living standards.

An appropriate and wide-ranging involvement of various stakeholders is pivotal to how effective an assessment of social and environmental impacts becomes just as how other projects are appraised and planned. This according to Hughes (1998) has become an increasing compromise by many scholars.

The government of Ghana having become aware of maintaining good quality standard of the environment, led to establishing guidelines and standards for environmental control. The EPA is enabled under section 2 (I) of the EPA Act 1994 to guarantee compliance with any set down environmental impact assessment strategies which will assist in the planning and undertaking development projects, incorporating consistence in regard of existing activities, one of which is the partners' inclusion in ecological monitoring through support in Environmental Impact Assessment (EIA) for an appropriate administration of such condition just as the sustenance of any development project inside the environment.

The processes involved in preparing ESIA is highly characterized by the level of public involvement before, during and after a project has been launched. It is with the objective that all stakeholders relevant to the project have been properly informed and educated about the project, they are listened to in the process, opportunities given to them to make contribution about what they know in the community (PMI, 2018). These processes also make the stakeholder more active and influence the decisions that are taking to affect the community.

The practice where the stakeholders are engaged and allowed to contribute fully by participating in all discussions at the top level is seen as an indispensable move towards achieving a successful and robust ESIA. The process of engaging stakeholders have gone through various studies, critical reviews and criticisms. There is always the recommendation that local indigenes, consultants and businesses be involved at every stage of the process as far as possible since their knowledge and experiences will be very much needed in drafting a quality ESIA report.

In order for the project to benefit much and that its challenges are tackled proactively, there should be timely initiation of stakeholder engagement and public involvement. Rossouw (2009) advances the conversation saying, it is therefore necessary for the project implementers to give the stakeholders various opportunities to be heard and that before certain key decisions are taken, they are able to influence the process. Given them this chance shows how the stakeholders are able to influence the process of making the decisions. In addition, one relevant principle in stakeholder engagement is providing information and documents in simple and understandable language for non-experts. The language at meetings and public discussion should be in the local language of the indigenes where every stakeholder can contribute.

1.2 Problem Statement

The relevance of proper stakeholder engagement during the processes of planning and implementing projects necessitates a clear comprehension of how to deal with key stakeholders and communities involved, especially those who are seen as a threat and with greater influence to the project (Morrissey, 2015). This has often been a major impasse for many project managers and when one is unable to get things done right, could cost the project in terms of controversies, it being delayed or abandoned in the long run. This could also damage the relationships and reputations built over the years.

Stakeholder participation encompasses the steps whereby those who have interest in what a project results in, can participate effectively in decisions on how to plan and manage. There tend to be knowledge and information sharing and in order to increase the success rate of the project they make a lot of contributions to the project (Aloni et al, 2015).

Not engaging the host communities in the development of projects can have grave negative impact on the societal, financial and environmental consequences of the locality in the longrun. Morrissey (2015) in his study explained how it is now recognized that establishing dialog and building powerful and authentic connection with the indigenes in the locality and other stakeholders is a vital component of any intervention. Stakeholders really matter from wide-ranging projects involving natural resources and infrastructural developmental projects for the masses and local community. It is realized that some high-profile projects in the field of oil and gas, transport, water etc. have all encountered lots of controversies from the public space and this is particularly due to what people perceive as the lack of participation and poor stakeholder consultation due to insufficient planning and project design. That is why this research is intended to bring to light the practices of engaging various stakeholders in the processes of SIA.

1.3 Aim of Study

The main aim of this research is to explore the Stakeholder Management Practices in Social Impact Assessment Projects? A Case of the Tema Motorway – Interchange project in the Tema Metropolis.

1.4 Objectives

1. To examine the extent of stakeholder engagement in Stakeholder impact assessment of projects.

2. To identify the challenges of stakeholder management in stakeholder impact assessment of projects.

3. To explore the strategies for effective stakeholder management in conducting social impact assessment of projects.

1.5 Research Questions

The key questions that this research seeks to answer looking at the objectives of the study include the following:

1. What is the extent of stakeholder engagement in SIA of projects in Ghana?

2. What are the challenges involved in stakeholder management in social impact assessment of projects?

3. What are the strategies for effective stakeholder management in social impact assessment of projects?

1.6 Research Methodology

The research methodology for the study consists of the study design, population, sample scope and method, data sources and method for gathering data and others.

Structured questionnaire was used as the primary instrument for data gathering in taking views from the respondents in order to obtain data for analysis. The population of this study was made up of the following stakeholders affected by the construction of the Tema Motorway roundabout interchange which includes drivers, vendors, business and shop owners, mechanics etc.

The study in its data analysis, used the quantitative method. Data collected from the field were entered and processed using the Microsoft Excel and Statistical Package for Social Sciences (SPSS)

1.7 Significance of the study

This study is intended to help provide project managers and practitioners of SIA a better and broader comprehension about the concept of stakeholders and how they are so relevant to the processes of SIA.

It will also afford other researchers in the field of SIA to use the study as a reference for further research in the viability of proper stakeholder management.

1.8 Structure of the Study

This thesis will be divided into the following chapters:

Chapter One – this chapter introduces the whole study giving an overview of the topic being researched and outlining the problem statement. It presents the goals, objectives and research questions. The research approach explaining how the study is going to be carried out is mentioned and the pertinent key ideas to the study are clearly defined.

Chapter Two – it presents the literature review that explore and explains theories and expanded knowledge in the field of Stakeholder engagement and how it is relevant in undertaking Social Impact Assessment. It starts with a discussion on the concepts of stakeholder engagement,

followed by the concept of social impact assessment. It concludes with the strategies of effective stakeholder engagement and how it affects the successful delivery of Social Impact Assessment.

Chapter Three – It contains the research design, the methods of sampling, procedures and techniques that have been employed to assist in collecting the data, how the collected data was analyzed in order to provide responses to the questions asked by this study.

Chapter Four – The content of this chapter portrays the analysis of the research and discusses the data collected from the various interviews and questionnaires that have been administered. It includes an analysis of the collected data and case studies that have been employed for the purposes of this research.

Chapter Five – This is the last chapter in the research work which summarizes the findings from the study, the concluding remarks from what the researcher discussed in the findings and the recommended actions concerning the study and for further research.
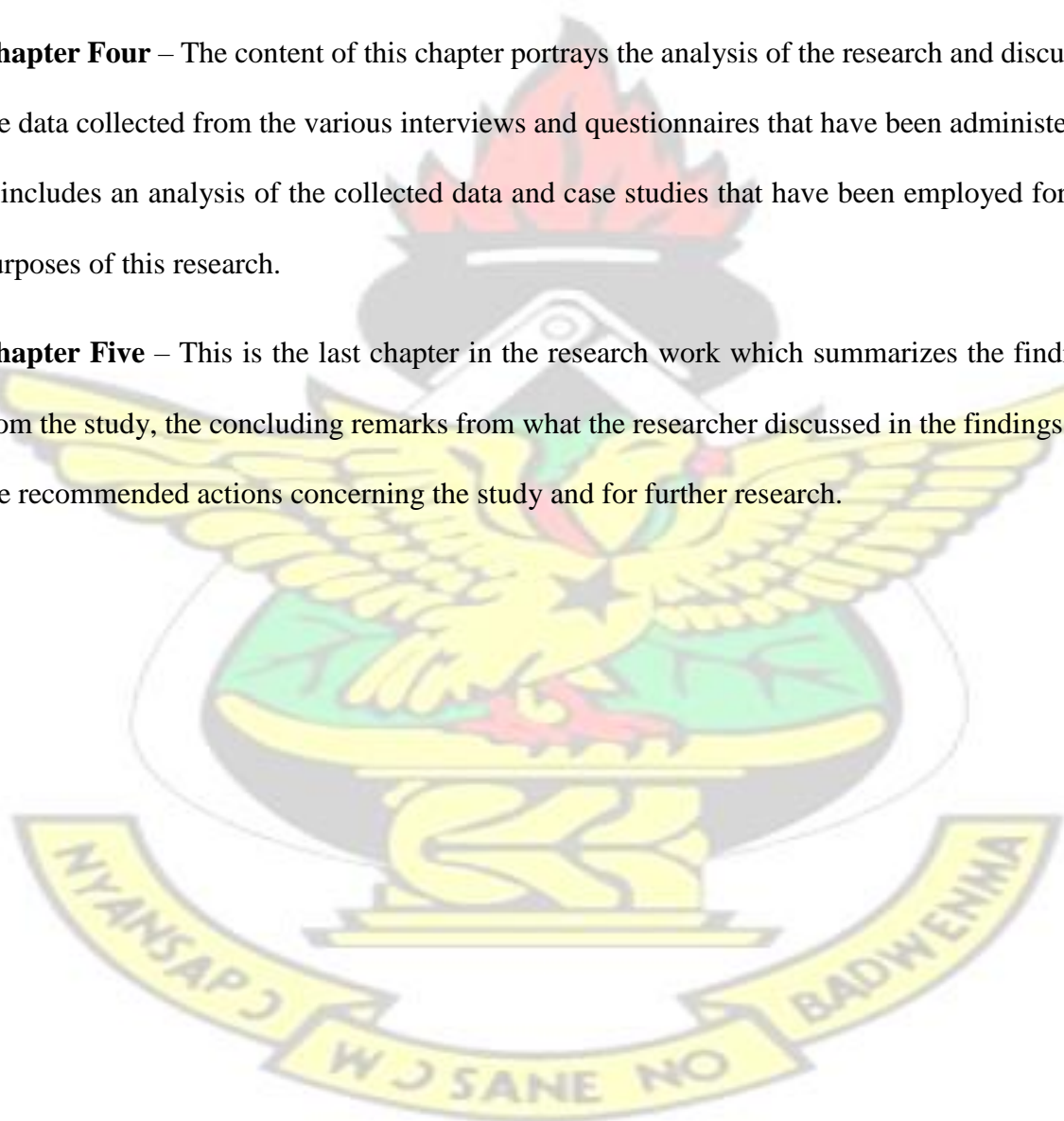
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter zooms in on the research by looking at the general overview by previous researchers on the management of stakeholders and Social Impact Assessment. It presents the outline for the case study which consist of the main emphasis for the research and this involves various analysis and findings ascertained in different research papers.

The utmost usefulness of the literature review is to study and appraise previous writings on stakeholders and how they are managed when conducting social impact assessment. This is to help carve out the requirements for the primary data collection for the research to be conducted.

2.2 Who is a Stakeholder?

The word stakeholder was first coined in an internal memorandum at the Stanford Research Institute in 1963 (Freeman & Reed, 1983 cited in Hyun & Yun, Winter 2015) to describe groups crucial to the survival of an organization. It is further used to describe key individuals or group of individuals who have direct or indirect influence over corporate decision making or implementation and groups or individuals who have a stake in or an expectation about a project's performance (Newcombe, 2003 cited in Hyun & Yun, Winter 2015). A definition of stakeholders, a chronology, and rationale for stakeholder identification are well described in several papers (e.g., Key, 1999, p.319-320; Mainardes, Alves, & Raposo, 2011, p. 227-231; Mitchell, Agle, and Wood, 1997, p. 858-862 cited in Hyun & Yun, Winter 2015). Among various definitions of stakeholders, Freeman's (1984 cited in Hyun & Yun, Winter 2015) is the most popular: any group or individual who affects or is affected by the attainment of company goals.

In project management, a stakeholder is anyone who is affected by the project. This can be a real or perceived effect. Some are supportive and some are opposed to the project. Some of them have a lot of influence and others too have a little. Some are easy to persuade and others are not.

But they all have a ―stake‖ therefore project success and stakeholder management are integrally linked, however the importance of stakeholder management cannot be understated.

A stakeholder, by definition, has the ability to force unexpected, undesirable change to the project, or in the worst case, to stop the project altogether. Those people and institutions who have an interest in the successful design, implementation and sustainability of the project. This includes those positively and negatively affected by the project.

Howlett and Nagu (1997) provides a definition for stakeholder which includes all organisations and individuals who are interested in how projects are designed, executed and sustained This includes those positively and negatively affected by the project.

Stakeholders have a stake in the outcomes of a project. It could be an interest, a right or ownership (Carroll and Buchholtz, 2000)

The IFC (2007) in their explanation defined stakeholders as people or gatherings who are legitimately or by implication influenced by a project, just as the individuals who may have interests in a task as well as the capacity to impact its result, either decidedly or contrarily. Stakeholders may incorporate privately influenced networks or people and their formal and casual agents, national or neighbourhood government experts, lawmakers, religious pioneers, civil society associations and gatherings with exceptional interests, the scholarly network, or different organizations (IFC, 2007).

In a comparable line, Peter (2008) too characterized a stakeholder as anyone whose interest can be contrarily or emphatically influenced by the venture and who may be able to influence how successful a project becomes or how it's going to fail. ―Any individual or organization that's effectively included in a project, or whose interface may be emphatically or contrarily influenced by execution or completion of the project.

A stakeholder is any unit with a pronounced or conceivable interest or has a stake in anything concerning policy. The extend of stakeholders pertinent to consider for investigation differs concurring to the complexity of the change range focused on and the sort of change proposed and, where the stakeholders are not organized, the motivating force to incorporate them. stakeholders can be of any frame, measure and capacity. They can be people, organizations, or unorganized bunches. In most cases, partners drop into one or more of the taking after categories: worldwide performing artists (e.g. givers), national or political on-screen characters (e.g. lawmakers, governors), open division offices (e.g. MDAs), intrigued bunches (e.g. unions, therapeutic affiliations), commercial/private for-profit, non-profit organizations (NGOs, establishments), gracious society individuals, and users/consumers (World Bank, 2019)

2.3 The Concept of Stakeholder

Freeman (1984) introduced the concept of stakeholders. He defined stakeholders as any group or individuals who can affect or is affected by the achievement of an organization's objectives.

Later, Cleland (1986) introduced the concept of the project management pattern. From that time, the position of stakeholder management in the processes of project management has become a pivotal part. To define project management currently which is ―the process of adapting the specifications, plans, and approaches to the concerns and expectations of various stakeholders‖ indicate the centrality of stakeholders in project management. The primary

perception about project management is the fact that managing stakeholders of a project can expand how successful a project becomes by swaying stakeholders. The study focuses on the stakeholder theory and the normative, descriptive and influential justification.

The implementation of a project in the 21st century is influenced by the numerous factors. The concept of stakeholder management dominates scholarly conversations and publications, government policies and recommendations and the general public. The rise in the number of scholarly works on stakeholder management is attributable to the increased emphasis on sustainable development. Struggling to attain the goals of a project by balancing with what stakeholders expect is very excessive.

Freeman (1984) provided the pioneering work on project management. In his book strategic management: A stakeholder Approach,‖ he introduced the notion that organisations have stakeholders, and he offered a basic outline of features of the concept of stakeholders. After his publication, numerous publications including books, articles and journals have thoroughly discussed the issue thus making the concept of stakeholder a primary idea in other fields in academia other than project management.

The stakeholder‘s approach is described as a powerful approach to understanding an organization, a project, a community and its environments. According to Donaldson and Preston (1995), the stakeholder model postulates that all individuals or groups with legitimate interests in an organization or project participate to achieve its benefits. These stakeholders lack pre-set priorities of interest and benefits over the other. As a result, the stake holder theory postulates that in addition to a corporation‘s stakeholders, outside elements including the locality, economic unions, social clubs and other governmental bodies.

The core idea behind the stakeholder concept is that a firm has relations involving a lot of community associations and the firm will be able to assist these constituents or endanger them

by finding a balance in what they are interested in (Jones & Wicks, 1999). These constituent groups (stakeholders) can affect the decisions of a firm and as a result needs a stronger relationship established.

Donaldson and Preston (1995) offer a descriptive, instrumental and normative stakeholders' theory to facilitate the understanding of the various features in the concept of stakeholder management. This concept classification has received a lot of criticisms and other models formulated by various researchers. Jones and Wicks (1999) suggest a convergent stakeholder theory that combines both normative and instrumental tools and show how managers categorize stakeholder theory into three perspectives. The three perspective include corporate, stakeholder and conceptual. According to Steuer (2006), the corporate perspective describes how firms manage stakeholders while the stakeholder's perspective describes how the stakeholders influence the organization. The conceptual perspective outlines how specific concepts such as sustainability relate to interactions between business and stakeholders. The challenges of distinguishing the normative, descriptive and instrumental stakeholder theory appears in the work of Egels-Zanden and Sandberg (2010) stating that most of the empirical studies view the Donaldson and Preston models as merely describing, sometimes explaining the various characteristics and behaviors. Enyinna (2013) explores the assumptions of philosophical pragmatism that supports the stakeholder theory. He stated that the theory does not qualify to be normative because its conception of morality is hypothetical.

2.4 Stakeholder Analysis

Stakeholder Analysis (SA) could be a technique utilized to encourage regulation and approach change processes by bookkeeping for and frequently joining the requirements of those who have a _stake' or an intrigued within the changes beneath thought. With data on partners, their interface, and their capacity to contradict change, change advocates can select how to best

oblige them, hence guaranteeing arrangements embraced are politically reasonable and feasible (World Bank, 2019)

According to Mainardes et al. (2012 cited in Hyun & Yun, Winter 2015), this stakeholder salience model provides three advantages: it is political, by taking clashes and unequal intrigued into thought; it is operationally viable, by qualifying the partners; and it is energetic, by considering changes in interface. With regards to Schmeer, (2015), stakeholder investigation may be a prepare of methodically gathering and analyzing qualitative data to determine whose interface ought to be taken into consideration when creating and/or executing an approach or program.

Inferring from Zsuzsa & Brugha (2014), an analysis of the stakeholder is an approach, a device or set of apparatuses for creating information almost performing artists – people and organizations so as to get it as their conduct, eagerly, interrelations and interface; and for surveying the impact and assets they bring to bear on decision-making or executing processes.

According to Verzuh, (2005), the three major exercises a project group performs to get it and arrange for stakeholders are as follows:

- ➢ Stakeholder identification. In managing risk, the primary step is to know all the potential stakeholders.
- ➢ Stakeholder Response development. Decide what these individuals anticipate and make a technique for working with them.
- ➢ Continuous stakeholder Management. Execute the plans to lock in at the fitting level with each stakeholder all throughout the project.

The process of stakeholder analysis may be a more in-depth view at the interest of the stakeholder team, how they will be influenced and to what degree, and what impact they may have on the project (IFC, 2007).

It may be a basic and indispensable process that nourishes into stakeholder engagement and organizational alter prepare in common; according to the IFC, it isn't commonsense, and as a rule not vital, to lock in with all stakeholder bunches with the same level of concentration all of the time. Current research about the behavior of stakeholders, center on distinguishing and portraying different ways on which stakeholder can impact corporate exercises or shape its striking nature (Henry, 2005). Even in spite of the fact that stakeholders' examination instruments don't suggest activities like mediation or transactions, it can give a stage for contributing with that, and the whole handle of stakeholder's administration can be carried out (Reed et al., 2009, p. 1935), taking care of each on-screen character in its legitimate level and including those which are key for the initiative.

The Consideration of focusing more on stakeholders is vital to fulfill those included or influenced that necessities for procedural equity, procedural levelheadedness, and authenticity have been met (Eden and Ackermann 1998; Alexander 2000; Suchman 1998). Note that what is being said does not infer that all conceivable stakeholders ought to be fulfilled, or included, or something else entirely taken under consideration, as it were that the key partners must be, which the choice of which partners are key is inalienably political (Stone 1997) includes judgment (Vickers and Vickers 1998). Consideration to partners is imperative all through the vital administration prepare since ―success‖ for open organizations – and certainly survival – depends on fulfilling key stakeholders agreeing to their definition of what is profitable (Bryson 1995: 27; Moore 1995).

Since focusing on the stakeholder is so vital, analyzing stakeholder is needed to be vital. In case they can offer assistance open organizations way better fulfill their purposes, at that point there's much to praise them. Particularly, analyzing the stakeholders ought to be embraced since they can make critical commitments to making esteem through their effect on the capacities or exercises of key management (Bryson, 2004). Bryson (2004) distinguishes seven reasons why

partner investigation is critical. He expressed that stakeholder management makes a difference by assisting the project group to recognize the interface of all partners and potential struggle which will jeopardize the project. Rajeshwar (2015) assembled partners into both inside and outside partners. He clarified that most writing recognizes outside stakeholders in spite of the truth that the administration of inside partners is continuously tricky. Stakeholders who are external to the project incorporate people or organizations who don't make up portion of the client organization but have interest within the extend or the exercises of the project impacting them.

Stakeholders may be internal members of the project team or coalition, while others are externally affected by the project whether as a threat or benefit. Thus stakeholders may run in many directions with each stakeholder regarded as contributing something and /or receiving something from the project. These different stakes may conflict and needs to be managed (chinyio and Olomolaiye, 2010).

2.5 Challenges of Stakeholder Management

The process of managing challenges in all commerce and organizational exercises is the act of getting individuals together to achieve craved objectives and destinations utilizing accessible assets effectively and successfully. Management comprises arranging, organizing, staffing, driving or coordinating, and controlling an organization (a bunch of one or more individuals or substances) or exertion for the reason of finishing a objective. Resourcing includes the sending and control of human assets, money related assets, innovative assets, and common assets (Ayatah, 2012)

Bourne and Walker (2005) did put across that, communication is very vital in fostering togetherness. In reiterating the importance of communication, Chan et al (2006) was very

concerned about the fact that one of the major potential obstacles in managing the stakeholder is lack of communication.

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

• Unclear Stakeholders – these are stakeholders who can't espouse their intent clearly enough and are also not truthful about what their interests are on the project.

• Unidentified Stakeholders – members not noticed early in the project

• Unreasonable Stakeholders – these are the stakeholders who don't accept reasonableness and the laws of physics.

Stakeholder Management is a process and control that must be planned and guided by underlying Principles. Stakeholder Management, within business or projects, prepares a strategy utilizing information (or intelligence) gathered during the following common processes: Stakeholder Identification, Stakeholder Analysis, Stakeholder Engagement, Stakeholder Matrix, and Stakeholder Communication. Project stakeholder management is a key stakeholder skill – as your stakeholders can either make or break your project (Ayatah, 2012).

The reasons for performing a stakeholder management process are several:

To begin with, to be able to be familiar with the stakeholders of a project; in addition, it is vital for guaranteeing the equilibrium between commitment and compensation; third, it could be a basis for managing the partners; Fourth, it could be a premise for choosing who ought to be included in deciding the project objectives and how victory ought to be measured (Karlsen, 2002).

Tuchman_s account in her book, -The Match of folly distinguishes a few challenges in stakeholder management in which she composed that, overlooking the interface of, and data held by, key partners and 'Three exceptional states of mind: mindlessness to the developing irritation of constituents, supremacy of self-aggrandizement, and the figment of immune status are tireless angles of habit.

Extra issues and vulnerability caused by stakeholders that contribute to the failure of projects incorporate destitute communication, lacking assets relegated to the project, changes within the scope of work, unfavorable news about the extend within the press, and negative community responses to the task implemented (Kalsern, 2002 cited in Bai 2017). A research carried out by Karlsen (1998 cited in Bai 2017) uncovered that stakeholders make both issues and vulnerability with respect to implementation of the project. Inferring from the studies, such issues and vulnerabilities are caused by choices that were not taken startling changes in determinations that the client was as well centered on points of interest in the stakeholder and did not comprehend his or her part within the project political rules that were startling changed, and the conclusion was that the client did not know his or her needs.

Concurring to Motu'apuaka et al. (2015), key sources from all viewpoints concurred that engaging the stakeholders requires a critical speculation of time, particularly in the event that it is to be done well; this thought resounded within the writing as well. Efficient scholars over and over emphasized that locks in partners within the orderly survey prepare protracts the extend timeline, particularly in the event that partners are locked in at more than one-time point. Given how quickly unused inquire about gets to be accessible, this may be a noteworthy issue for efficient surveys. There was contradiction as to whether the additional time included comes about in a progressed item, with a few contending that the time that had gone through in

engaging these stakeholders was at slightest mostly recovered by dodging stumbles, and others contending that getting the outcome from the stakeholders prior was more imperative than engaging them within the precise survey prepared. This venture of time was moreover cited as an issue for stakeholders, who ordinarily have other proficient or caregiving duties (Motu'apuaka et al. 2015).

In expansion to the additional time included, a limitation in the preparation and the lack of resorces can moreover constrain the benefits of stakeholder engagement. Numerous agents are new with how to best utilize and engage with stakeholders and need the abilities required for effective administration of such a preparation. Additionally, partners who don't have a clinical or foundations on research may require extra preparing and progressing support in arrange to form an important commitment to the course. Key sources from all points of view, but particularly efficient researchers and those who had served as partners, recommended that guaranteeing that both sides have the vital foundation and preparation, and adequate resources to support their part, would go a long way toward expanding the general advantage of stakeholder engagement in efficient surveys (Motu'apuaka et al. 2015).

The initial step of stakeholder involvement is having an analysis of the stakeholder that requires top to bottom thought and verbalization of qualities and needs of applicable stakeholder. By and by, stakeholder analysis intends to recognize every single pertinent partner and gathering them as needs be to picked markers. Guidelines provide a one by one guidance in the stakeholder identification and classification process.

Recognizing and welcoming stakeholders to take an interest within the survey handle isn't a correct science and figuring out who to lock in can be a challenge. In addition, since US

Office and Management and Budget Paperwork Reduction Act regulations (the Office of Management and Budget Regulations, USA) restrain the number of people can be part of an

assessment engagement government, in cases like this, choosing who to include in a particular engagement carries an extraordinary weightiness. Getting it off-base can restrain or nullify the esteem of the engagement (Motu'apuaka et al. 2015). During one talk among efficient reviewers, there was agreement that in numerous occurrences, the good thing about engagement is profoundly connected with which sorts of people are engaged in and/or what the group of stakeholders are made up of (Motu'apuaka et al. 2015).

Moreover, as indicated by Baccarne et al. (2014) many keen urban cities state that the cooperation of the stakeholders is at the center, nonetheless, numerous fundamental actors are not participating in the activities. A key obstacle revealed by Fatimath (2015) is the absence of trust of stakeholders in other stakeholders. Thus, stakeholders see other stakeholders as competitors and reject the collaboration with them. In early times, there has been lack of coordination among the agencies and organizations in charge of WASH projects such as government organization and non-governmental organization (NGOs) and this has brought about duplication efforts, contradictions or inconsistency (Water Utility Partnership, 2003)

Table 2.1: Summary of challenges in stakeholder management

Challenges	Explanation	Source
Unclear stakeholders	These are stakeholders who can't espouse their intent clearly enough and are also not truthful about what their interests are on the project. Classification of such stakeholders are very difficult.	Kastner, 2010

Lack of Communication	One of the major potential obstacles in managing the stakeholder is lack of communication. When there is a break in the flow of information, stakeholders feel they are not being involved enough and sometimes agitate.	Chan et al, 2006
Lack of Coordination	When activities are not coordinated well or that it is lacking, there could be duplication of efforts, inconsistencies and sometimes contradictions	Wup, 2003
Poor participation by stakeholders	Poor participation affects meetings and decision making when it involves a collective body. Sometimes people refuse to participate because they find it difficult to cooperate with others as a team.	Fatimath, 2015
Lack of Commitment by both parties	The absence of trust among the various stakeholders deems their spirit to be committed to the course which hampers efficient stakeholder engagement	Fatimath, 2015
Lack of incentives	It is very necessary to ensure the equilibrium between compensations and incentives. The lack of rewards and incentives downplays the spirit stakeholder participation. Because some	Ayarta, 2012

	stakeholders will be expecting some compensation for their contribution.	

2.6 Strategies for Stakeholder Management

The mentality people have about managing stakeholders strategically and the perspective of stakeholders in the field of project management was partly introduced by Cleland (1986). These include all the processes of identifying, analyzing, communication, making decisions and all other related events in managing stakeholders (Yang et al., 2011).

Communication is getting to be a critical device for stakeholder engagement since half of the century back. Within the later a long time, there has been quick development of unused innovation improvements. In pair with such improvements, there has been developing accentuation in communication methodologies and administration particularly in deciding the level of impact and administration procedures among the said stakeholders on specific field (Ammar, et al., 2012).

According to (Hyun & Yun, Winter 2015), stakeholder management needs to go through the following stages; Identification, Communication, Analysis, Brainstorming and stakeholder role profiling.

The approach of stakeholder management aids to coordinate administrative concerns that are habitually treated independently, such as key administration, showcasing and human resource administration, organization administration as well as social obligation. Hence, this empowers us to relate critical issues to the improvement of techniques, taking care of potential clashes for adequacy and proficiency from different partners.

The World Bank's Tonga Climate Resilience Transport Project uncovers the significance of building up a Stakeholder Engagement Plan (SEP) as a mechanism for improved and effective management of stakeholders.

Stakeholder Engagement Plan (SEP) looks to characterize a technically and culturally fitting approach that needed consultation and discussion. The main aim of the Stakeholder Engagement Plan (SEP) is to encourage and improve the decision making and make an opened understanding that effectively includes project-affected individuals and different stakeholders in a convenient way and also make sure these persons are given the requisite opportunity to voice their sentiments and opinions that will impact the project decisions. The SEP is a helpful device for overseeing correspondences among MOI and its stakeholders (World Bank, 2018).

A focal question that was raised by Rawlins (2006) was ―How much attention does each stakeholder group deserve or require?'' Rawlins (2006) published in an online article by the Institute for Public Relations, assesses diverse approaches in the identification of stakeholders and combines another model that offers the possibility of organizing stakeholders in a manner that is particularly significant for communication managers – by communication strategy.

The stakeholders are called to action by organizing meetings which present project information (non-technical information) to the large group of stakeholders, especially communities allowing the group to provide their views and opinions concerning what will better serve interest as stakeholders. Holding meetings helps to build relationship with the communities, especially those impacted by the project (World Bank, 2018).

In stakeholder management, identifying and managing relationships, communications, leadership, Commitment, interests and influences, incentives and motivations helps for a better cooperation among stakeholders and mutually defined understanding towards successfulness.

Attention to these issues may help to avoid decisions that might prompt stakeholders to undercut or thwart its objectives (The Free Library, 2007). These issues to be identified and addressed to form successful stakeholder management strategies have been elaborated below:

2.6.1 Understanding Relationships

In comprehending the relationship that exist among various stakeholders and how they interact with a system that involves power relationship and traditions it is very relevant to understand each stakeholder's interest and influence on the project and how a system will function in business circles (Boonstra, 2006). There is a strategy in the construction industry which involves a case of setting up wider industry structures to help facilitate and manage various stakeholders and developing an atmosphere that supports growth and continuity

(Kolk and Pinkse, 2006). Therefore, managing primary stakeholders' relationships can result in more than just their participation where these stakeholders can become very valuable resource to an organization which will enhance the ability of the organization to over-power other competitors in terms of creating value.

2.6.2 Communication and Interactions

Communication involves a process which permits various individuals to exchange information using several other methods and this occurs at different levels and in many ways. Bourne and Walker (2005) have stated that communication is very instrumental for project managers for establishing good relationship with stakeholders not only with the supportive and close ones but also taming the hostile ones towards understanding the goals and vision of the project. It is said that when project managers are able to institute credible footing for understanding the influence and intensity of stakeholders, they are able to engage the influential ones in active communication and some catastrophes may be reversed in some cases. Chan et al. (2006) being concerned about how the absence of communication in managing stakeholders could become

a major potential hindrance explained that open communication primarily a powerful strategic tool in countering these problems.

2.6.3 Leadership and Commitment

Leadership involves motivating a set of people in attaining a focused objective. By this the leader provides direction and leads the way as an example for a successful course. Leadership, strategic management and core principles must be integrated in a stakeholder inclusive code and when there is a disjoint in this area, the integrity and trustworthiness will be weakened (Wheeler and Sillanpaa, 1998). Commitment on the other hand talks about pledging to a course or being dedicated actively to an activity. Every organization needs a clear path of purpose to be able to secure the commitment of various stakeholders which needs some short- and medium-term goals to be achieved.

2.6.4 Incentives and Motivations

Wheeler and Sillanpaa (1998) mentioned that aligning values, requires two active commitments: a commitment to share perspectives and beliefs via dialogue and effective communication and a willingness to allow collective values to develop and evolve again via active dialogue. On the other hand, there should be some kind of incentives for all the stakeholders for achieving the aims and objectives of a particular project. The management should maintain a high level of motivation amongst parties involved. Motivations or incentives are used widely and the use of incentive such as financial incentive has been a stimulus or a catalyst for a better performance for many years.

Table 2.2: Summary of strategies for effective stakeholder management

Strategies	Explanation	Source

Developing Stakeholder Engagement Plan	This plan is mostly developed as a formal approach to connect to stakeholders. It entails the structure of communication, persons to be engaged and locations. Having the SEP is a great way	World Bank, 2018
Communication	It is the process of transmitting information from and among people. It involves sending and sharing views, ideas and making decisions. Effective communication is a way of making information always available to the stakeholders.	Bourne and Walker, 2005
Leadership and Commitment	Leadership embroils providing guidance and direction to a team and motivating and inspiring them to achieve a vision. With strong leadership, one is able to manage different levels of stakeholders.	Wheeler and Sillanpaa, 1998
Incentives and Motivations	Providing incentives is like a boost and a sort of motivation for all	The Free Library, 2007

	participating stakeholders especially during meetings.	
Regular Meetings	Holding meetings establishes relationships with the stakeholders and the host communities. It is a way of providing information and discussing issues concerning the project.	World Bank, 2018
Understanding relationships	In managing stakeholders, the process of understanding the relationships that exist among the stakeholders is very necessary because it helps to know the power and influence of the various stakeholders and how they interact on the project.	Boonstra, 2006

Stakeholder Identification	This is an important step in stakeholder management. It deals with locating and the mapping out of all those who might be involved in the project, either affected or those who can affect the project. Detailed information of these people are captured for further investigation.	Peter, 2008
Stakeholder Prioritization	This involves the organization of the stakeholders into different strata or levels. It help to ascertain the influence and power levels of these stakeholders on the project. One is able to understand those who can cause higher changes and put measure in place to manage them appropriately.	Rawlins, 2006

2.7 Social Impact Assessment

According to Bridget (2009) Social Impact Assessment (SIA) incorporates the forms of examining, checking and overseeing the planning and unintended social results, both positive and negative, of arranged intercessions (approaches, programs, plans, ventures) and any social alter process that are conjured by those mediations. Its essential reason is to bring approximately a more economical and evenhanded biophysical and human environment.

This definition contains some relevant information which includes;

➢ The objective of affect evaluation is to bring almost a more environmentally, socioculturally and financially feasible and impartial environment. Affect evaluation, in this manner, advances community advancement and strengthening, builds capacity, and creates social capital (social systems and trust).

➢ The center of concern of SIA may be a proactive position to advancement and a more better improvement results, not fair the distinguishing proof or enhancement of negative or unintended results. Helping communities and other partners to distinguish advancement objectives, and guaranteeing that positive results are maximized, can be more imperative than minimizing hurt from negative impacts

➢ The strategy of SIA can be connected to a wide run of arranged programs, and can be attempted on sake of a wide run of on-screen characters, and not fair inside an administrative framework.

➢ SIA contributes to the method of versatile administration of approaches, programs, plans and projects, and so has to illuminate the plan and operation of the arranged intervention.

➢ SIA builds on nearby information and utilizes participatory forms to analyze the concerns of interested and influenced parties. It includes partners within the evaluation of social impacts, the investigation of choices, and checking of the arranged intervention.

➢ The great hone of SIA acknowledges that social, financial and biophysical impacts are intrinsically and inseparably interconnected. Alter in any of these spaces will lead to changes within the other spaces. SIA must, subsequently, create an understanding of the affect pathways that are made when alter in one space triggers impacts over other spaces, as well as the iterative or flow-on results inside each space. In other words, there

must be thought of the moment and higher arrange impacts and of aggregate impacts (Bridget, 2009).

> In arrangement for the discipline of SIA to memorize and develop, there must be investigation of the impacts that happened as a result of past exercises. SIA must be reflexive and evaluative of its hypothetical bases and of its practice.

> While SIA is ordinarily connected to arranged interventions, the procedures of SIA can moreover be utilized to consider the social impacts that determine from other sorts of occasions, such as catastrophes, statistic alter and scourges (Bridget, 2009)

SIA is best caught on as an umbrella or overarching system that encapsulates the assessment of all impacts on people and on all the ways in which individuals and communities connected with their socio-cultural, financial and biophysical environment. SIA in this way has solid joints with a wide run of pro sub-fields included within the appraisal of ranges such as: tasteful impacts (landscape analysis); archeological and social legacy impacts (both unmistakable and non-tangible); community impacts; social impacts; statistic impacts; improvement impacts; financial and financial impacts; sexual orientation impacts; wellbeing and mental wellbeing impacts; impacts on innate rights; infrastructural impacts, organization impacts; relaxation and tourism impacts; political impacts (human rights, administration, democratization etc); destitution; mental impacts; asset issues (get to and proprietorship of assets); impacts on social and human capital; and other impacts on social orders. As such, comprehensive SIA cannot regularly be embraced by a single individual, but requires a group approach (Bridget, October 2009).

Appiah (2014) asserts with the claim that, the development of economic advancement has moved the genuine advantage of improvement part as it were financial picks up to incorporate things such as social, natural and trans-generational practicality. Surveying the total impacts of

projects makes a difference in guaranteeing the adjustment between financial, social, natural and trans-generational benefits whiles putting in measures to play down the fetched. The increment within the request for an assortment of management and offices by humankind which is impacted by technological progression and quick populace development requires government and arrangement creators all through the world to reply to the benefit needs of their citizenry. The execution of programs and projects to meet these needs regularly incorporate advancement ventures such as development of dams, tall ways and mining exercises whose social effect might be either positive or negative (Appiah, 2014).

According to him, SIA can be characterized as the method of surveying or assessing progress, the social results that are likely to take after from particular approach activities or project improvement especially within the setting of fitting national, state, or common natural policy enactment (Burdge & Vanclay, 1996 cited in Appiah, 2014). It guarantees that improvement maximizes its benefits and minimizes its costs by putting relief measures in position to bargain with unfavorable societal effect whiles at the same time guaranteeing the generally maintainability of the project.

To Huges (1998), stakeholders possess many importance when critically examined. Some of which include;

➢ Helps the EIA address relevant issues, including those perceived as being important by other sectorial agencies, public bodies, local communities, affected groups, and others;

➢ Helps to harness traditional knowledge which conventional approaches often overlook;

➢ Helps to improve information flows between proponents and different stakeholder groups, improving the understanding and _ownership' of a project;

➢ Enables project proponents to better respond to different stakeholders' needs;

- Helps identify important environmental characteristics or mitigation opportunities that might be overlooked;

- Helps ensure that the magnitude and significance of impacts has been properly assessed;

- Improves the acceptability and quality of mitigation and monitoring processes (Huges, 1998).

These claims are not very different from the views of Burdge (1990). According to him, Social Impact Assessment (SIA) into the planning process are such that they must be given careful consideration in Third-World development. Benefits can accrue to proponents through a higher success rate and to the affected population through a better understanding of the changes that will likely take place in the community of impact (Burdge, 1990).

Bridget (2009) concluded by highlighting that, a few conceptualizations of SIA are related to securing person property rights, with clear explanations of unfavorable impacts required to guarantee that person rights are not transgressed. Where these rights are abused, SIA can be seen as contributing to moderation and stipend components such as compensation. In these circumstances, SIA tends to concentrate on the negative impacts. In other settings, be that as it may, especially in creating nations, there ought to be less accentuation on the negative impacts on little sets of people or on person property rights. Or maybe, there ought to be more prominent concern with maximizing social utility and advancement potential, whereas guaranteeing that such improvement is by and large worthy to the community, impartial and sustainable. SIA ought to moreover center on reproduction of vocations. The enhancement of social prosperity of the more extensive community ought to be unequivocally recognized as an objective of arranged program, and as such ought to be a pointer considered by any shape of assessing the program. Be that as it may, mindfulness of the differential dissemination of impacts among distinctive groups in society, and especially the effects of burden experienced by helpless groups within the community ought to continuously be of prime concern.

2.8 SIA in Ghana

Impact Assessment (IA) or Environmental Impact Assessment (EIA), as it is regularly alluded to in Ghana, is a procedure for the precise investigation of the reasonable natural, financial, and social and wellbeing impacts of a proposed advancement.

EIA is likewise portrayed as the procedure by which the foreseen impacts on nature of a proposed improvement or undertaking are estimated. In the event that the presumable impacts are unsatisfactory, structure measures or other significant relief measures can be taken to diminish or maintain a strategic distance from those impacts.

The EPA is enabled under section 2 (I) of the EPA Act 1994 to guarantee compliance with any set down environmental impact assessment strategies which will assist in the planning and undertaking development projects, incorporating consistence in regard of existing activities.

The EIA is additionally equipped at demonstrating the measures required to relieve and deal with the impacts of any development, to guarantee a naturally stable and socially adequate projects.

Ghana has been touted as having a standout amongst the strongest and a practical EIA framework in the world and the EPA has customarily facilitated instructional classes and visits for a few African nations to understudy the Ghana framework.

For example, in 1994, the primary Formal review in Ghana (and maybe in Africa) was on the Aboadze (VRA) Warm Power Plant EIA held in Takoradi and the EPA exhibited fitness in the audit of the nation's first major earth complex vitality task to the reverence of the worldwide subsidizing Organizations, including the World Bank. The guideline of the extractive

Businesses (mining advancement) and the presentation of the Recovery Bond during the '90s were exceptional.

Ghana has assumed spearheading job additionally in the EIA of vast scale capital framework ventures, which have all been rendered ecologically stable and maintainable and endorsed, through the EIA framework, or some declined endorsement, for instance, for wrong siting.

Others have been required to initiate pertinent moderation measures for ecological manageability purpose. For instance, the siting of the Accra Airplane Terminal City's sewage treatment plant couldn't be permitted on the independence Street which is opposite the Opeibea House.

In later occasions, viable IA guideline of seaward hydrocarbon advancement, through an underlying national seaward Oil and Gas Ocean, has established a strong framework for the maintainable administration of that rising part.

Ghana has likewise assumed a key job in supporting other African nations to assemble limit with regards to the execution of EIA frameworks. The nation's authority, under the Limit Linkages for Natural Effect Evaluation in Africa venture, contributed gigantically in giving a strong stage and system for experience partaking in the area.

There is, notwithstanding, the propensity, lamentably, to underestimate IA yet every country that neglects IA or EIA, does as such at its very own danger and it's totally out of retribution with the UN Sustainable Development Goals (SDGs).

Ghana has been engaged with IAIA meetings and exercises in the course of recent years and in 2009 facilitated the IAIA Yearly Conference in Accra as one of the main three African nations to have an IAIA Annual Conference.

The Ghana Subsidiary of IAIA was set up in 1997 however Ghana's contribution in IAIA goes back prior in the mid-90s.

2.9 Stakeholder Management in Social Impact Assessment

According to Association for Project Management (2019), stakeholder management involves how stakeholders are identified systematically, plans put in place and strategies implemented whiles engaging with the stakeholders. They further argued that because these stakeholders are impacted as a result of the outcome or really involve themselves to the task they are really interested in the project.

Most ventures, programs and portfolios will have an assortment of stakeholder with diverse, and now and then competing, interface. These people and other interest groups can have critical impact over the eventual success or disappointment of the work. Stakeholder administration may be a set of methods that tackles the positive impacts and limits the impact of the negative impacts. It comprises of four primary steps:

> identify stakeholders;

> assess their interest and influence;

> develop communication management plans; ➤ engage and influence stakeholders.

Distinguishing stakeholders will be done utilizing inquire about, interviews, conceptualizing, checklists, lessons learned and so on. The partners and their regions of intrigued are more often than not appeared in a table known as a partner outline. Stakeholders will typically include:

✓ individuals and groups performing the work; ✓ individuals and groups affected by the work;

✓ owners, shareholders and customers; ✓ statutory and regulatory bodies.

Each stakeholder will at that point be classified concurring to potential effect. This can be as a rule appeared in a lattice that gauges interest and impact on a straightforward scale such as low/medium/high. Those with a capacity to straightforwardly influence the yields or benefits are in some cases are alluded to as main stakeholders.

Questions to consider when assessing stakeholders are:

- ✓ How will they be affected by the work?

- ✓ Will they be openly supportive, negative or ambivalent?

- ✓ What are their expectations and how can these be managed?

- ✓ Who and/or what influences the stakeholder's view of the project?

- ✓ Who would be the best person to engage with the stakeholder?

This analysis is used to develop a communication management plan. Appropriate strategies and actions are then defined to engage with stakeholders in different parts of the matrix.

Communicating with stakeholders who have higher levels of stake and impact will be overseen in an unexpected way from those with partners of more influence and impact. So also, communications with partners who are intrinsically positive approximately the work will be distinctive from those with partners who are negative.

P3 directors must recognize who ought to lock in with each partner. In numerous cases the P3 director will take on the errand, but it is additionally valuable to call upon peers, senior directors or others who may be superiorly placed.

As an energetic record, the communication administration arrangement must interface to other plans such as the hazard administration arrange and key breakthroughs inside the agenda.

Stakeholder management becomes more complex when stakeholders' views, roles or allegiances, etc. change throughout the life cycle. For that reason, the stakeholder management steps must be repeated throughout the life cycle (Association for Project Management, 2019).

Thompson (2019) stressed further with believe that, if you want your project to succeed, it pays to remember the old saying, "No man is an island."

Answering the why question, it is because whatever project you undertake whether big or little would require contributions from other stakeholders. And there is the tendency that you will need some support from them in terms of their resources and time.

When good relations are maintained and people are engaged, it is termed stakeholder management. Communicating efficiently with people on project can underscore their willingness of staying on a project and due to their different degrees of interest they may function in different portfolios (Thompson, 2019).

The above works show that, stakeholders are very vital in terms of management if a particular set up is to succeed. The Watt family (2012) support this idea with the claim that, a project is successful when it achieves its objectives and meets or exceeds the expectations of the stake-holders. But who are the stakeholders? Stakeholders are individuals who either care about or have a vested interest in your project. They are the people who are actively involved with the work of the project or have something to either gain or lose as a result of the project. When you manage a project to add lanes to a highway, motorists are stakeholders who are positively affected. However, you negatively affect residents who live near the highway during your project (with construction noise) and after your project with far-reaching implications (increased traffic noise and pollution) (Watt & Watt, 2012).

Project Management Guide (2019) finalizes by stressing on the fact that, any extend may be a victory in case it meets its goals and fulfills (or in a perfect world, surpasses) the expectations of its stakeholder involved in the project. Examined: Who could be a stakeholder in project management, and to more completely get it; who they are and how they use so much impact over a project. It is the venture manager's obligation to oversee — and indeed impact — key stakeholders' expectations as well as requirements. Because in the event that key partners aren't cheerful, the extend may be a disappointment. This can be why venture partner administration is vital for extend victory (Project Management Guide, 2019)
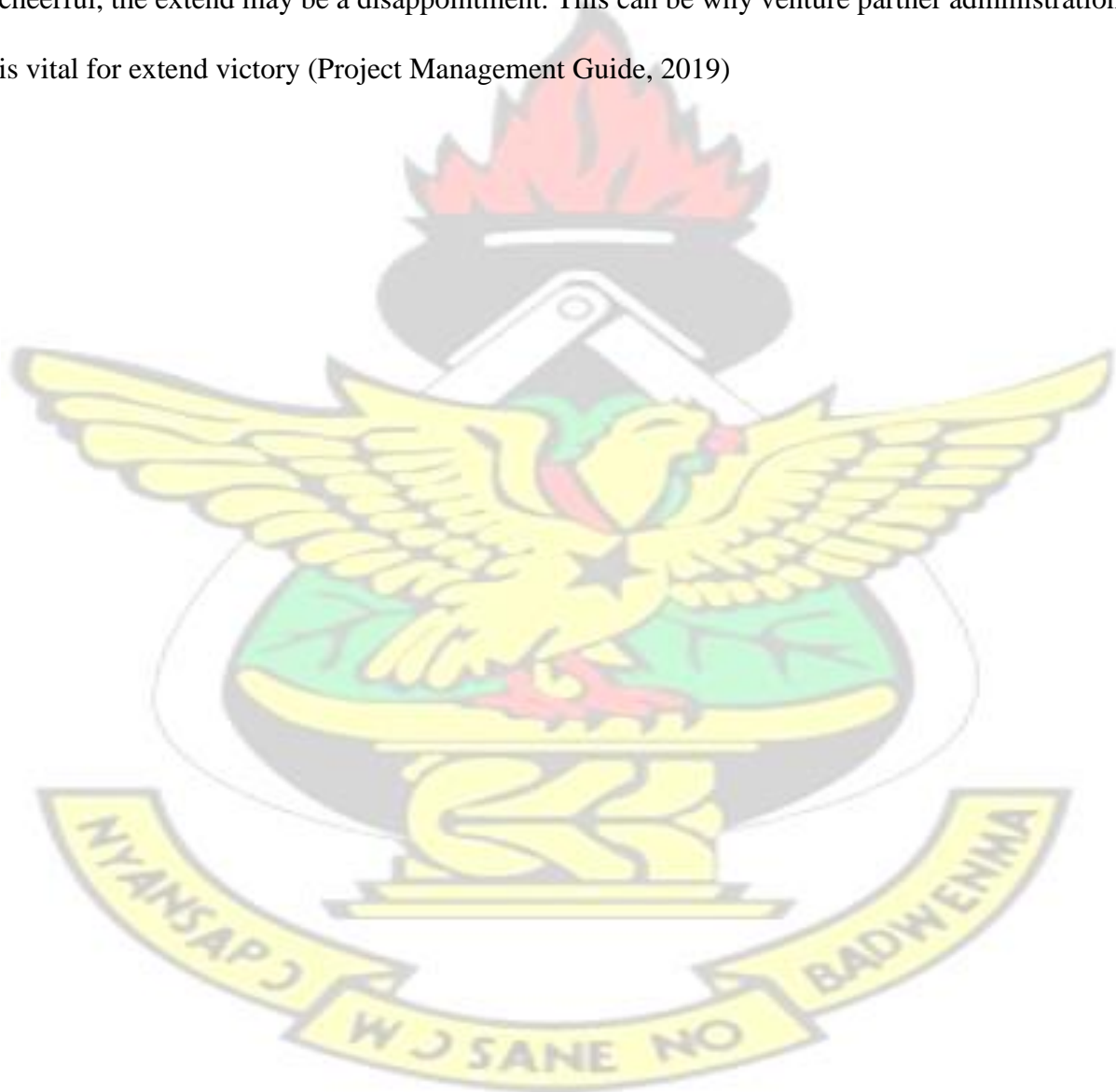
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methods used in conducting the study has been defined in this chapter. The research objectives and the questions asked were addressed from the collection of data. Why a specific instrument was used to collect data, where data was collected, the techniques used in collecting the data, techniques used in presenting the data and the tools used for the analysis were all explained in this chapter.

3.2 Study Population

The population targeted for the study involved affected persons in the project area who have been operating a business at the project location until the execution of the Tema Motorway Interchange in the Tema Metropolis. There are a lot of small and medium scale businesses in the area of which some have been displaced and relocated due to the construction of the interchange to help ease traffic in the vicinity. The affected persons/businesses include; filling stations, transport operators (―trotro drivers and mates‖), food vendors, mechanics, shop owners etc. All these people were considered in the study to obtain the appropriate information for the study.

3.3 Research design

The overall study employed a quantitative research method. For the purpose of this study, the exploratory nature of the research utilized the foremost instrument known as the questionnaire to help gather information. This was vital because of the vast nature of the number of respondents scattered in the study area. The questionnaire for the study was structured and was used to analyze responses from respondents who are stakeholders of the selected projects area.

3.4 Research Sample and Sampling Technique

The snowball sampling method was employed in sampling the respondents for the study. Where one subject gives the researcher the name of another subject, who in turn provides the name of another also, and so on (Vogt, 1999). It was also employed to gather responses from the key external stakeholders involved in the SIA in the study area where the selected project is being carried out due to the spread out of the target population. In considering the approximately 115 affected persons in the population of the study, a census was used to determine the sample size so that all those affected became part of the respondents. A census is smart for a small population and with the use of this sampling method, it eliminates sampling error and data is provided on all individuals in the population (Israel, 1992).

3.5 Data collection methodology

The research relied more heavily on the primary data in order to come up with accurate and objective findings. For a study like this one, primary data is of prime importance because primary data draws information directly from the field.

Primary data were collected using structured and semi-structured questionnaires which includes closed and open-ended questions that were administered directly and indirectly to the project affected persons. Nearly all the questions for this research are close-ended questions and only one question left as open-ended to know the exact occupation or trade of the respondents. According to Moore & McCabe (2005), this is a type of research whereby data gathered is categorized in themes and sub-themes, so as to be able to be comparable.

3.6 Data analysis

Data from the questionnaires in their raw form were transformed into meaningful results after they have been edited, coded and processed with the required statistical tool. This allowed for

easy management and interpretation of the data. Employing these procedures were to basically help reduce the large sums of data into sizeable units for meaningful interpretation. The information gathered were edited and managed to help ensure consistency and to purge the process from omissions and some errors. The Microsoft Excel and Statistical Package for the Social Sciences (SPSS version 23) were used to help transform the raw data ascertained from the field. The data was analyzed in line with the objectives of the study and the research questions.

The data that was arrived at during the coding and transformation of the information was shown using frequencies, percentages, mean, standard deviation (SD) and represented using charts and tables.

3.7 Structure of data collection instrument

Part I: This part of the questionnaire consists of collecting the personal information of the participants who are stakeholders to be able to know how the impact assessment is being conducted to involve various categories of personnel.

Part II: This section of the questionnaire is to bring out the understanding of the participants in stakeholder management and social impact assessment and the extent to which these stakeholders are engaged during a Social Impact Assessment of projects.

Part III: This section is also to come out with the challenges faced in stakeholder management and how grave these challenges are in order of highest to lowest when undertaking a social impact assessment.

Part IV: This section will help in providing the strategies in stakeholder management and how the participants agree or disagree on them in conducting social impact assessment.

4.1 Introduction

This chapter presents the findings of the study in line with the following research questions the researcher sought to find answers to: what is the extent of stakeholder engagement in social impact assessment? What are the challenges in stakeholder management is SIA? What are the strategies for effective stakeholder management in SIA?

Out of the 115 questionnaires administered, a total of 61 was answered and returned representing a response rate of 53%. The analysis and discussions were therefore based on the response rate. The received data from the field was coded, and segmented. The data was then processed with the usage of the Statistical Package for the Social Sciences (SPSS) 16.0. The processed data was exported into MS Excel where it was used to generate figures and tables. The processed data was generated through the use of frequency, percentages, mean, and standard deviation for each response.

4.2 Demographic Information

4.2.1 Gender

The table below represents a fair distribution of Gender among respondents who were affected by the project. It was ascertained that 39 males representing 63.9% participated in the study and a total of 22 females representing 36.1% which is the least number took part in the study as well.

Table 4.
1: Gender of respondents

Category	Frequency	Percent
Male	39	63.9
Female	22	36.1
Total	61	100.0

Source: Field Study (August, 2019)

4.2.2 Age of respondents

The table below shows the dynamics in the age of the respondents that undertook the study. The data from the analysis shows that majority of those who responded to the study were between the ages of 31 – 40 representing 41%, followed by those within the ages of 21 – 30 representing 32.8%, then between the ages of 41 – 50 representing 18%. This is followed by a fewer number of respondents in the age bracket of 0 – 20 representing 6.6% and the least being the age bracket of 51 and above which had only 1 respondent representing 1.6 %.

Table 4.

*2: **Age of Respondents***

Category	Frequency	Percent
0 - 20	4	6.6
21 - 30	20	32.8
31 - 40	25	41.0
41 - 50	11	18.0
51 and above	1	1.6
Total	61	100.0

Source: Field Study (August, 2019)

4.2.3 Occupation of Respondents

The stakeholders affected in the study area were involved in various forms of jobs who formed the respondents of the study. Of these, majority of them fall into the categories of Other business which include businesses such as Vulcanizing, mechanics, washing bay operators, those who are self-employed etc. representing 26.8%, Shop owners/attendants representing 23%, filling station workers also representing 21.3%, Vendors representing 18% percent. The least of the respondents were those in the transport business at the study area representing 11.5% as shown below. The diversity in the range of respondents was to amass different opinions and gain a wider spectrum of perspectives from across the different set of business owners and individuals affected by the project.

Table 4.

3: Occupation / Business of respondents

category	Frequency	Percent
Transport Union	7	11.5
Shop owners /Attendants	14	23.0
Filling station workers	13	21.3
Vendor	11	18.0
Other Businesses	16	26.2
Total	61	100.0

Source: Field Study (August, 2019)

4.2.4 Educational qualification of respondents

Table 4.4 below shows the distribution of the educational level of the respondents. From the data gathered, it was ascertained that majority of the respondents have either completed SHS/Technical or JHS successfully. Out of the total sample, 19 respondents representing 31.1% have completed SHS/Tech and 31.1% have also completed the JHS. This was followed by 10 stakeholders representing 16.4% with a University Degree, 6 respondents representing 9.8% with diploma certificates, 5 stakeholders representing 8.2% and 2 stakeholders representing 3.3 selected others which includes O'level and A'level qualifications. The distribution of the data gathered shows high literacy rate of the population in the area with majority attaining some level of qualification.

Table 4.

4: Educational Qualification

Category	Frequency	Percent
Primary	5	8.2
JHS	19	31.1
SHS/TECH	19	31.1
Diploma	6	9.8
Degree	10	16.4
Others	2	3.3
Total	61	100

Source: Field Study (August, 2019)

4.2.5 Stakeholder's length of stay at location

From the information gathered, in terms of how long the stakeholder has operated at the location, a majority of 23 stakeholders representing 37.7% have operated at the area between 4-6 years, 17 stakeholders representing 37.9% have operated between 1-3 years, 14 stakeholders representing 23% have operated between 7-9, 6 stakeholders representing 9.8% have also operated between 10-12 years. Only 1 stakeholder representing 1.6% has been operating at the location for more than 13 years. From table 4.5 it is realized that a fair majority of the stakeholders have operated at the project location for a longer period.

Table 4.

5: stakeholder's Length of stay at location

Years	Frequency	Percent
1-3	17	27.9
4-6	23	37.7
7-9	14	23
10-12	6	9.8
13 and above	1	1.6
Total	61	100

Source: Field Study (August, 2019)

4.3 PART II: Knowledge of Stakeholder Management and Extent of Engagement in SIA

4.3.1 Knowledge and understanding of who is a stakeholder

It can be realized from figure 4.1 below that majority of the respondents didn't have an idea of who is referred to as a stakeholder. When asked about their knowledge of who a stakeholder is, a larger proportion of the respondents representing 62.30% didn't understand the term stakeholder. The remaining 37.70% of the respondents answered ―yes‖ to the question showing their understanding of the term. Despite majority of the stakeholders attaining certain level of education, most of them were not aware that those contacted were part of the stakeholders of the project needed to be given some level of attention.
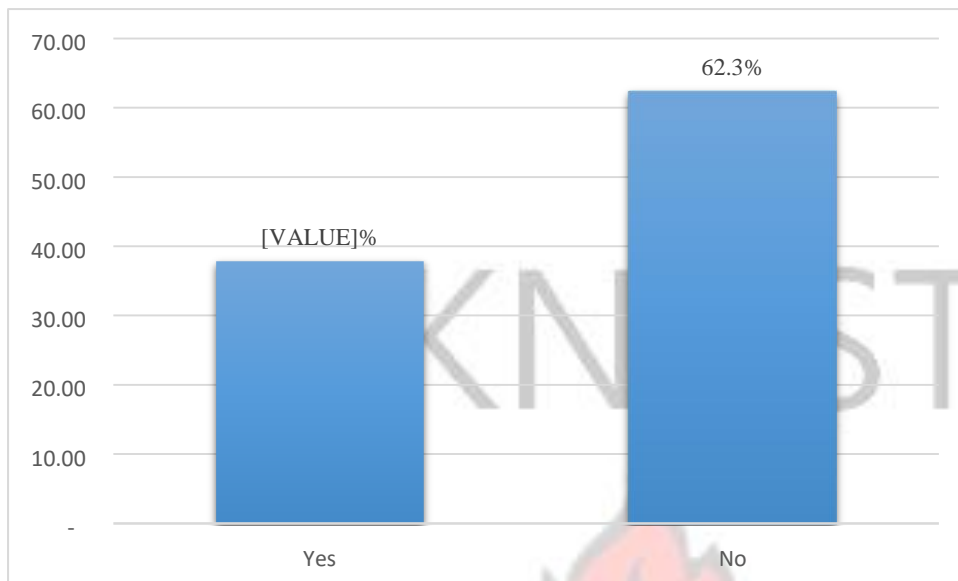
Figure 4. 1: knowledge of the term stakeholder

Source: Field Study (August, 2019)

4.3.2 Knowledge and understanding of Social Impact Assessment

In terms of the respondents' knowledge and understanding of the term Social Impact Assessment, a majority of 68.9% of the respondents answered No to the question whiles a lower number of the respondents representing 31.1% responded Yes to the question. It therefore shows that majority of the respondents were not aware of anything as Social Impact Assessment and have not heard about it anywhere.
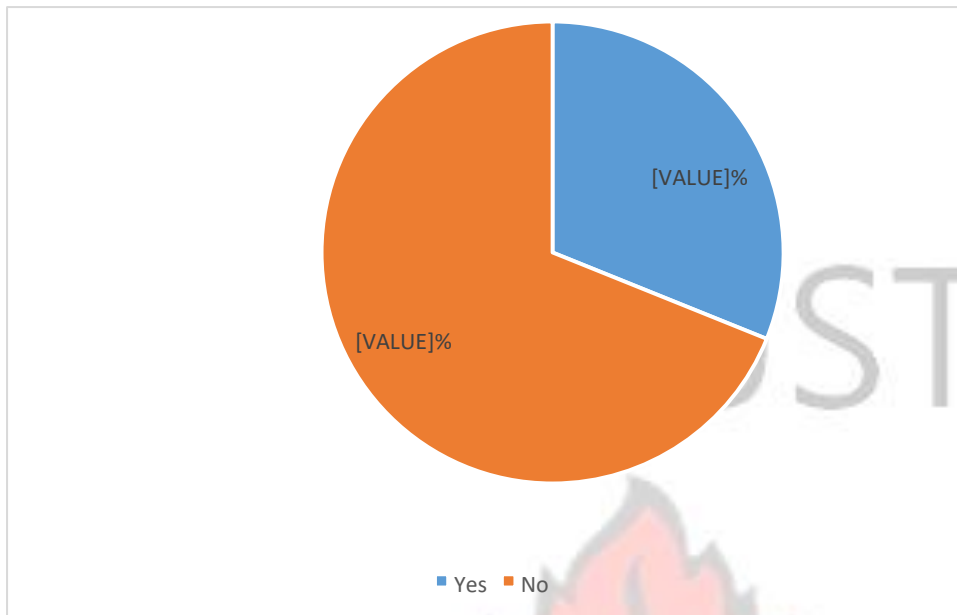
Figure 4. 2: Knowledge and understanding of social impact assessment?

Source: Field Study (August, 2019)

4.3.3 Respondent contacted for Impact Assessment.

From the data gathered it was realized that majority of 59 respondents representing 96.7% were contacted and a minimal number of 2 respondents representing 3.3% were not contacted. This shows that almost all the sampled respondents were contacted for an assessment before the start of the project.

Table 4. 6: Respondent contacted for Impact Assessment

Category	Frequency	Percent
Yes	59	96.7
No	2	3.3
Total	61	100

Source: Field Study (August, 2019)

4.3.4 The various forms of contacting stakeholders

Since majority of the stakeholders were contacted, it was necessary to find out the approach used in drawing their attention to the project about to be carried out in the study area. From the study, it was realized that a majority of 21 respondents representing 34.4% were contacted through a face to face conversation, 18 respondents representing 29.5% were also contacted through the public announcement system, 17 respondents representing 27.9% were given letters and 5 respondents representing 8.2% were given information from their association and these respondents are mainly the drivers. Looking at how the respondents were contacted, it was realized that the Assessment team took into consideration the various forms of stakeholders in the project area and the appropriate ways to engage them. The study has shown that the assessment team placed high emphasis on the face to face contact which is in line with literature in terms of building and understanding relationships.

Table 4. 7: Various forms of contacting stakeholder

Category	Frequency	Percent
Public announcement	18	29.5
Letter (Official)	17	27.9
Face to Face	21	34.4
Group Association	5	8.2
Total	61	100

Source: Field Study (August, 2019)

4.3.5 Project stages of contact for the SIA

Since Social Impact Assessments are usually conducted prior to the beginning of the project and carried through to the project life cycle. It was realized from table 4.8 below that a greater

number of respondents which is 41 representing 67.2% were contacted during the feasibility stage of the project. Some 14 respondents representing 23% were contacted during the initiation stages, at the implementation stage 5 respondents representing 8.2% were contacted and 1 respondent representing 1.6% was contacted through different stages of the project. It is therefore seen that a majority of the stakeholders in the area were engaged earlier with any relevant information before the project began. Engaging the stakeholders early enough in the project is to help forestall all possible challenges that may be encountered along the way.

Table 4. 8: Project stages of stakeholder contact

Category	Frequency	Percent
Feasibility stage	41	67.2
Initiation	14	23
Implementation	5	8.2
Throughout Project life	1	1.6
Total	61	100

Source: Field Study (August, 2019)

4.3.6 Number of times stakeholders have been engaged

For a project which will impact a lot of people in the area especially looking at the business nature of the study area, it was necessary for there to be some level of engagement on several occasion to help address all grievances of the stakeholders. This is to help answer to the first objective which looks at the extent of engagement with the stakeholders. Figure 4.3 below shows that 54.1% of the respondents were met at least twice, 21.3% of respondents were engaged once, 18% of the respondents were engaged three times during the assessment, 4.9% of the respondents were engaged at least four time during the assessment. 1.6% of the

respondent did not respond to the question either because they were not too sure of the number of engagement times or they just skipped. Inferring from the data available, it is realized that those who were contacted once during the assessment were not difficult to relocate or because of their unauthorized location for doing business so they were not too much of a bother.
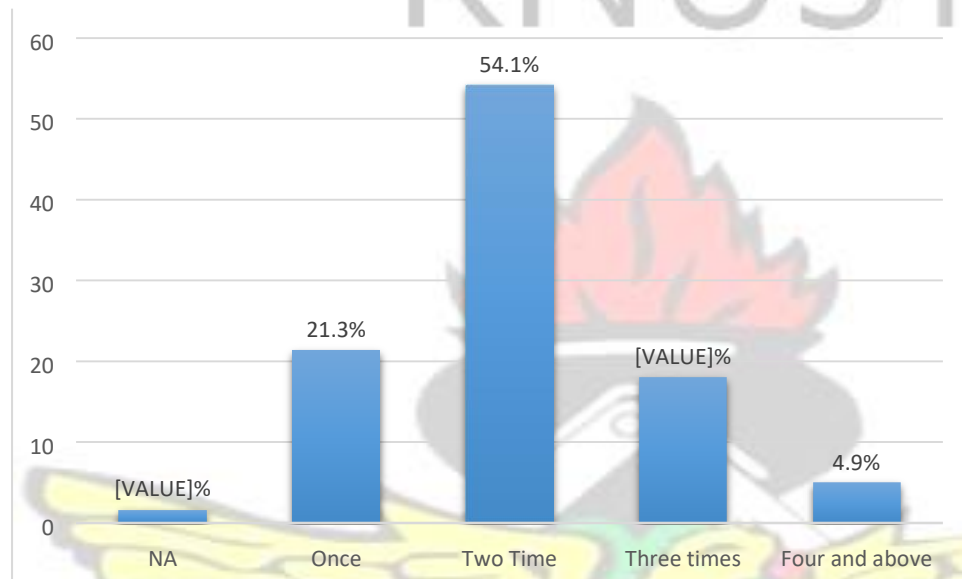
Figure 4. 3: Number of times stakeholders have been engaged

Source: Field Study (August, 2019)

4.3.7 Respondents briefed on the report of impact assessment

From table 4.9 below, the interpretation from the question of whether stakeholders have been briefed on how the project was going to impact their business, the respondents responded in the negative with 52 respondents representing 85.2% have not yet been briefed as the time data was collected. A small number of 9 respondents said they have been given a report so far on the impact of the project and this represents 14.8%. One would have thought that a brief would have been given to many stakeholders in the area to help them become aware of the position of their business in other to take steps to manage their gains or losses during the project period but that has not happened since the project started.

Table 4. 9: respondents briefed on report of Impact assessment

Category	Frequency	Percent
Yes	9	14.8
No	52	85.2
Total	61	100

Source: Field Study (August, 2019)

4.3.8 The extent of stakeholders' inputs considered

The table below presents a distribution of how the inputs of the stakeholders were considered. It was ascertained that majority of the stakeholders had their inputs considered sometimes represented by 45.9%, followed by those who did not make any input or did but were not considered represented by 41%, a fewer number of the respondents have had their contributions always or regularly taken represented by 6.6%. This shows that while more than half of the respondents' views were considered during the SIA, a larger portion of the stakeholders didn't have their say or input accepted.

Table 4. 10: The extent of stakeholders' inputs considered

Category	Frequency	Percent
NA	4	6.5
Regularly	4	6.6
Sometimes	28	45.9
Not at all	25	41
Total	61	100

Source: Field Study (August, 2019)

One of the objectives of the research was to identify the degree to which stakeholders were engaged and involved in the conduct of social impact assessment. It was realized from the

research that almost all the respondents were in one way or the other contacted. It therefore shows how a lot of the people were not left out of the assessment making sure everybody at the project location was aware of the intended project to be carried out. In a study by Hughes (1998), it was ascertained that there is a looming agreement that for social and environmental assessment to be effective, stakeholders should be involved early and broadly in the assessment as done in the processes of project development. This literature is in tandem with actually what happened at the project location where majority of the respondents were contacted and engaged for the impact assessment during the feasibility and initiation stages of the project. The early engagement of the stakeholders was to help come out with a comprehensive report to be factored into the planning and implementation of the project and also to resolves some immediate impacts that will need to be taken care of before the project begins.

The findings of the study showed that those who had legitimate access to the area for their businesses were contacted through a face to face interaction, by a formal letter and through an association (the drivers' union). These people were engaged on several occasions which appears in the data collected when most of them were met on at least two occasions. So by this findings, the study broadly supports the claims by the Project Management Institute with the objective that, literature explains that all stakeholders relevant to the project have to be properly informed and educated about the project, they are listened to in the process, opportunities given to them to make contribution about what they know in the community (PMI, 2018).

 The use of the public announcement was to give a general information to everybody in the area and especially to those who found themselves at the location without the assembly's attention. These respondents were mostly petty traders, lotto attendants, and food vendors etc. who have moved to the area to undertake their businesses and some of whom have been there for quite a long time. The stakeholders having been engaged, contributed to discussions and decision making which is clearly shown in the Table 4.10. It appeared that more that 60% of the

respondents had their contribution sometimes or regularly considered. When the stakeholders are engaged, they share what they know in terms of available information to them at the project location, and may contribute to the project, so as to enhance the success of the project and hence ultimately their own interests (Aloni et al, 2015).

4.4 PART III: Challenges in Stakeholder Management in Social Impact Assessment

In order to rate the challenges of stakeholder management with regards to social impact assessment, responses were analysed by ranking the responses using the mean values and its corresponding standard deviation. This is necessary since the mean gives the average of all responses with regards scales; strongly agree, agree, neutral, disagree and strongly disagree. Given the interpretations of the results for the scale where Strongly Agree was (1), Agree was (2), Neutral was (3), Disagree was (4) and Strongly Disagree was (5), the averages of positive ratings are nearer to 1 or 2 which interpreted as Strongly Agree and Agree respectively. This is because, majority of the responses answered strongly agree or agree to the statement in the questionnaire. Contrary to this, the negative ratings would be closer to 4, representing disagree and strongly disagree respectively. The averages close to 2.5 could be positive or negative responses since it is interpreted as neutral, that is, majority of the responses answered Neutral (2.5) to the statements.

With the above interpretations, the challenges with higher mean scores indicated that majority of respondents scored those as not major challenges so they disagreed or strongly disagreed. Thus, challenges such as ―Poor participation‖ with highest mean value 3.81 (SD=1.242), ―Poor leadership‖ with mean value 3.69 (SD=1.243), ―Lack of coordination‖ with mean value 3.38 (SD=1.247) were disagree and strongly disagreed as a major stakeholder management challenge.

On the other hand, challenges mostly seen as hampering stakeholder management were scored with mean 1 or 2 and were mostly rated Strongly Agree and Agree. Thus, challenges such as ―Lack of communication‖, with lowest mean value 1.51 (SD=0.788), ―Lack of clear guidelines in Impact Assessment‖ with mean value 1.95 (SD=0.99), ―Lack of commitment by both parties‖, with mean value 2.00 (SD=0.856), were highly rated as strongly agreed and agreed. This shows that concentrating more on these factors would help reduce issues in stakeholder management.

Finally, ―Lack of incentives‖, with mean values 2.02 (SD=0.99) and ―unclear stakeholders‖, with mean value 2.07 (SD=0.91) had a score closer to 2.5, indicating that majority of respondents considered them neutral. These findings suggest that during social impact assessment, the most important challenges are the lack of communication and also not putting proper guidelines during the impact assessment.

Table 4. 11: Challenges in stakeholder management in social impact assessment

Category	N	Mean	Std. Deviation	Rank
Lack of Communication	61	1.51	0.788	1st
Lack of Clear guidelines on Impact assessment	61	1.95	0.99	2nd
Lack of Commitment by both parties	61	2	0.856	3rd
Lack of Incentives	61	2.02	0.991	4th
Unclear stakeholder	61	2.07	0.91	5th
Lack of Coordination	61	3.38	1.247	6th
Poor Leadership	61	3.69	1.244	7th
Poor Participation by stakeholders	61	3.8	1.243	8th

Source: Field Study (August, 2019)

Guided by the data that was gathered, respondents either strongly agreed or agreed with the fact that the lack of communication, lack of guidelines in conducting the SIA and the lack of commitment by both parties are the challenges that are most considered as hindering the

management of stakeholders. The respondents did not dispute but agreed with the assertion by chan et al, (2006) that the lack of communication is a hindrance to stakeholder management. This is because when communication is lacking, there is limited information flow among the various stakeholders. Kastner (2010) explained that one of the major challenges of stakeholder management is an unclear stakeholder but the data revealed that the respondent were neutral about it and did not consider it to be of a major challenge. This might be because those unclear stakeholders who are unable to espouse their opinion could have others doing that on their behalf especially those who belong to an association like the drivers' union.

4.4 PART 1V: Strategies for Effective Stakeholder Management in Social Impact Assessment

In order to rate the effective strategies for stakeholder management with regards to social impact assessment, responses were analysed by ranking the responses using the mean values and its corresponding standard deviation. This is necessary since the mean gives the average of all responses with regards scales; strongly agree, agree, neutral, disagree and strongly disagree. Given the interpretations of the results for the scale where Strongly Agree was (1), Agree was (2), Neutral was (3), Disagree was (4) and Strongly Disagree was (5), the averages of positive ratings are nearer to 1 or 2 which interpreted as Strongly Agree and Agree respectively. This is because, majority of the responses answered strongly agree or agree to the statement in the questionnaire. Contrary to this, the negative ratings would be closer to 5 or 6, representing disagree and strongly disagree respectively. The averages close to 3 could be positive or negative responses since it is interpreted as neutral, that is, majority of the responses answered Neutral (3) to the statements.

With the above interpretations, the strategies with higher mean scores indicated that majority of respondents scored those as not so much as an effective strategy so they disagreed or strongly

disagreed. Thus, strategies such as ―understanding relationships‖ with highest mean value 6.62 (SD=2.120), ―strong leadership‖ with mean value 5.08 (SD=1.745), ―effective coordination‖ with mean value 4.11 (SD=1.238) were disagree and strongly disagreed as effective stakeholder management strategies.

On the other hand, strategies mostly seen as effective for stakeholder management were scored with mean 1 or 2 and were mostly rated Strongly Agree and Agree. Thus, strategies such as ―Plan communication‖, with lowest mean value 1.39 (SD=0.613), ―Developing stakeholder engagement plan‖ with mean value 1.43 (SD=0.694), ―Stakeholder

prioritization‖, with mean value 1.79 (SD=0.798), ―Providing incentives‖ with mean score of 2.03 (SD=0.912) were highly rated as strongly agreed and agreed. This shows that concentrating more on these factors would help really well in the effective management of stakeholders.

Finally, ―Regular meeting‖, with mean values 3.34 (SD=1.248) and ―stakeholder identification‖, with mean value 3.48 (SD=1.245) had a score closer to 2.5, indicating that majority of respondents considered them neutral.

Table 4. 12: Strategies for effective stakeholder management

Category	N	Mean	Std. Deviation	Rank
Plan Communication	61	1.39	0.613	1st

Developing stakeholder engagement plan	61	1.43	0.694	2nd
Stakeholder Prioritization	61	1.79	0.798	3rd
Providing Incentives	61	2.03	0.912	4th
Regular Meetings	61	3.34	12.48	5th
Stakeholder identification	61	3.48	1.246	6th
Negotiation	61	3.75	1.242	7th
Understanding relationships	61	4.11	1.238	8th
Strong Leadership	61	5.08	1.745	9th
Effective Coordination	61	6.62	2.120	10th

Source: Field Study (August, 2019)

Responses from the respondents revealed what strategies they believed would have great impact in managing stakeholders. The result from the data points to the fact that there was a general support by respondents on the idea that planning communication could impact meaningfully in managing the stakeholders. This is in agreement with what Bourne and Walker (2005) have stated that communication is very instrumental for project managers for establishing good relationship with stakeholders not only with the supportive and close ones but also taming the hostile ones towards understanding the goals and vision of the project. According to the International Finance Corporation, it is not practical, and usually not necessary, to engage with all stakeholder groups with the same level of intensity all of the time. It therefore necessary to strategize as to who to engage and why engage them (IFC, 2007). It therefore involves prioritizing your stakeholder and this is shown in table 4.12 above when the respondents agreed with this assertion. The respondents opposed vehemently the relevance of strong leadership and effective coordination as an effective strategy for the managing stakeholder. This could be because they felt if the necessary plans are not put in place it is

difficult to lead and coordinate the stakeholders properly. The respondents were neutral about stakeholder identification as lead strategy and these is supported by literature when Karlsen (2002) however sees stakeholder Identification as a second step that comes after the first step of initiation of the process. The SIA team would have to plan effectively to be able to engage the various stakeholders.
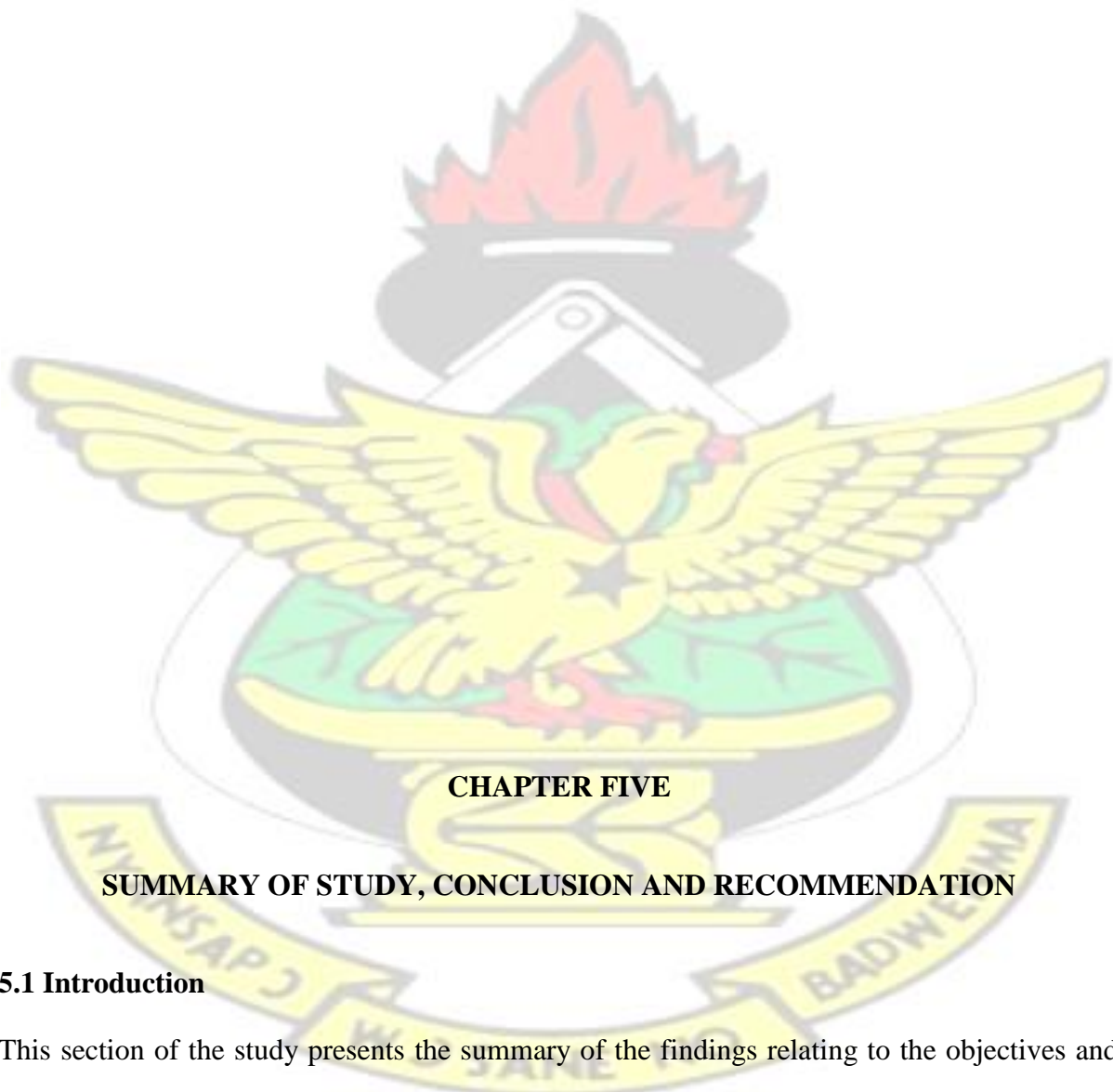
CHAPTER FIVE

SUMMARY OF STUDY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section of the study presents the summary of the findings relating to the objectives and questions to be answered by the study. It factors in the conclusions drawn from the findings and recommendations made for future stakeholder management practices and for further research. The researcher highlights how the findings of the research answered and provided

understanding to the problem observed in the study. The researcher reviews the entire study, from problem identification, review of related studies, data collection, analysis and generation of options from the findings of the study.

5.2 Summary of the study

The study began with a research problem which concerns how stakeholders are often treated in the wake of undertaking a project where most people are affected. It therefore focused on the stakeholder management practices in social impact assessment which sought to understand how the stakeholders are engaged in the process of conducting the assessment. Various literature both locally and internationally were reviewed to gain an understanding of what has been researched on so far in the area of the study. The literature focused on the following themes; who is a stakeholder, stakeholder analysis and identification, challenges of stakeholder management, strategies for effective stakeholder management, what is social impact assessment, SIA in Ghana, SIA and stakeholder management.

The research further explained in chapter three the research methods employed in order to achieve the objectives of the study. The study used a published table to acquire a sample of 61 respondents who were engaged for the study. Data was gathered through the use of a structured questionnaire administered to the affected members of the project location. The snowball sampling method was employed since those affected were a bit scattered and that most them knew each other.

Data collected was then coded with the help of Statistical Package for Social Sciences (SPSS, v23) and analysis performed to generate results. The results were presented and later discussed in citing various literature to back the claims. It ended with the conclusions that were drawn from the result findings and recommendations were made to guide future stakeholder management in social impact assessment.

5.3 Limitations of the study

As it is for many research works, this study was not without limitations. The process of collecting the data was a bit slow and time consuming as some of the respondents were reluctant to give information about the location of some of the affected stakeholders. Another major challenge that was encountered is the issue of language barrier.

The researcher on some occasions had to translate the question into the local dialect for the respondents to understand and provide answers to the question and this also slowed the process of collecting the data.

5.4 Conclusion

Stakeholder management practices has been studied in diverse fields which explains the relevance of putting the stakeholder at the center of any program, project or portfolio to be executed. In social impact assessment, the stakeholder is one of the crucial variables that is to be tackled due to the fact that these stakeholders are either affected or affect the project. Their engagements when handled properly could inure to the success of many project.

The conclusions drawn from the research as to the extent to which the stakeholders are engaged, it was made clear that every stakeholder in the project needs to be informed and sometimes due to the nature of the population distribution various forms of contacting them should be employed which includes meeting them on ―one on one‖ basis, writing formally to them, through association heads and overall having a public announcement to bring to the attention all those who cannot be reached through the other means. The study managed to satisfy the first objective since it can be concluded that social impact assessments required meeting the stakeholders on a couple of times and allowing the stakeholders partake in every discussion to help them influence certain decisions. It was established in the report that the stakeholders were engaged properly, listened to and the decision were sometimes considered in the process.

From the research, it was concluded that to achieve an effective mechanism for managing stakeholders, a lot has to go into planning on how to communicate with the stakeholders at all levels, also there should be proper stakeholder engagement plan to be followed and the prioritization of the stakeholders to find a way of dealing with each different categorization looking at their influence and power on the project. On the other hand, it was drawn from the research that the lack of communication hampered the successful management of the stakeholders since information is gathered from different source and some of which might not be true but this happens when information from the assessment team are not forth coming. The lack of clear guidelines and commitment on the part of the parties to fulfil their part of the agreement were also cited by the stakeholders as hampering stakeholder management.

Stakeholder management as practiced in social impact assessment is very relevant in providing a platform for all those concerned to be engaged adequately in providing a concrete assessment report and solution put in place to monitor and mitigate any social impact that will inhibit inhabitants of the project location.

5.4 Recommendation

The researcher would like to make some recommendations to address certain issues identified in stakeholder management practices especially with SIA.

Firstly, the researcher recommends the provision of effective communication at all levels and at all times during the engagement process. Communication is a powerful tool which disseminates information, allows people to make decisions from information received. It is also a way of letting the people understand how relevant they are to the project and that they need to be educated and understand every aspect of the project and the impact it is likely to bring.

Also, identifying the stakeholder on time and noting their issues to inform project decisions. It is needed that those implementing the project would take the necessary steps in engaging the

stakeholders early enough to discuss and negotiate the outcome to make sure that the project decisions taken would have their solutions integrated. Relationships could be fostered early enough in the process of engagement which would allow for easy negotiation and building of trust. This is very necessary for solving different issues relating to diverse opinions without hampering the progress of the project.

Furthermore, a summary report should be made available and accessible to stakeholders. Feedback in the process of engagement is very crucial at all levels. Despite the various information flow that has gone on during the engagement process, a summary report at the end of the assessment would even help the stakeholder who one way or the other were not available for the assessment.

Following clear guidelines for the assessment process is one way of making sure every objective of the assessment is achieved. When guidelines are followed clearly, certain steps will not be missed to deny the report of relevant information. Following the guidelines will help provide congenial atmosphere for the assessment to be carried out.

5.5 Recommendation for further studies
From the study, the researcher would want to recommend further studies into how the success of stakeholder management in social impact assessment affects the success or failure of the project to be implemented.

APPENDIX

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QUESTIONNAIRE

This research study is being undertaking in partial fulfillment of the award of MSc Project Management at KNUST. This research is to solicit your views on the topic: Stakeholder Management Practices in Social Impact Assessment of projects. A case of the TemaMotorway interchange project in the Tema Metropolis.

All information collected will remain confidential and will be used solely for academic purposes. Please spend some time to go through the questionnaire and I will be grateful if you could provide answers to the questions to aid my study.

Instructions

1. Please provide answers to the questionnaire with reference to your involvement as a stakeholder in the social impact assessment conducted before or during the construction of the Project.

2. Kindly choose your answer to the questions by ticking the appropriate box and also provide an appropriate answer in the spaces provided where necessary.

PART I: Personal Information

1. Gender   Male ☐   Female ☐

2. Age   0-20 years ☐   21- ☐   30years   31-40years ☐   41-50years ☐

   51years and above ☐

3. Occupation   ……………………………………

4. Education Level ☐ Primary   JHS ☐   SHS ☐   Diploma ☐

   Degree ☐ Others (Please specify) …………………

5. Length of stay at Location of the project

1-3 years ☐ 7-9   4-6 years ☐   years ☐   10-12years ☐

13 years and   ☐   above

PART II: Knowledge of Stakeholder Management and extent of Engagement in Social

Impact Assessment

1. Do you understand the term Stakeholder?

   Yes ☐   No ☐

2. Do you understand the term Social Impact Assessment?

   Yes ☐   No ☐

3. Have you or your organization been contacted as a stakeholder for an Assessment?

   Yes ☐   No ☐

4. If Yes, how were you contacted?

   Public Announcement ☐   Letter (Formal) ☐ Face to Face ☐

   Group Association ☐   Others ☐

5. At which stage of the Project life were you contacted?

   Feasibility stage ☐   Initiation ☐ Implementation ☐

   Through   ☐   project life

6. How many times have you been engaged as a stakeholder?

   Once ☐   Two Times ☐   Three Times ☐   Four and above ☐

7. Have you been given a report so far on the impact of the project on your business?

   Yes ☐   No ☐

8. To what extent did the impact assessment consider your input or input from other stakeholders during the engagement process

   Regularly ☐   Sometimes ☐   Not at all ☐

PART III: Challenges in stakeholder management in social impact assessment

From a scale of 1 – 5, To what extent do you think the following hinders the effective management of stakeholders	(5) Strongly Agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly disagree
1	Unclear stakeholders					
2	Lack of Communication					
3	Lack of Coordination					
4	Lack of clear guidelines on impact assessment					
5	Poor participation by stakeholders					
6	Lack of Commitment by both parties					
7	Poor Leadership					
8	Lack of incentives					
	Any other? Please state here ……………………………………………………………………					

PART III: Strategies for Effective Stakeholder Management in Social Impact Assessment

From a scale of 1 – 5, To what extent do you think these strategies if implemented carefully will be best in managing stakeholders	(5) Strongly Agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly Disagree
1	Developing a stakeholder management plan					
2	Plan Communication					
3	Strong Leadership					
4	Regular Meetings					
5	Providing incentives					
6	Negotiation					
7	Understanding relationships					
8	Effective Coordination					
9	Stakeholder identification					
10	Stakeholder Prioritization					
11	Any other? Please state here ………………………………………………………………………					

THANK YOU

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