

**EXAMINING CHALLENGES OF PROJECT STAKEHOLDER MANAGEMENT
ON GOVERNMENT PROJECTS IN THE ASHANTI REGION OF GHANA**

By

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ABSTRACT

Project managers in Ghana face challenges on government projects on a daily basis due to the large nature, political nature and sometimes cultural sensitivity of such public projects. Project managers must have the knowledge and skill to detect potential challenges early and use the appropriate or tailored strategies to address these challenges in a timely manner in order maximize the potential positive impact and in effect minimize the potential detrimental impact that these challenges can have on the outcome of projects. Interactions with the stakeholder community must be frequent throughout the project to reduce or eliminate risk and build trust which in effect leads to cost reduction and increased success for projects. The objective of the study is to identify and analyse the challenges project managers face with stakeholder management on Government projects or public private partnership (PPP) projects across the country using Ashanti Region as a case study. The sample for this study was selected through the use of purposive sampling. A sample size of 35 was selected for the study comprising 20 Project Managers, 10 frontline project staff and 5 key resource persons. Through the use of a structured questionnaire, secondary and primary data sources were collected from the field. Quantitative data were collected from the primary and secondary data sources. Stakeholders on Government projects may be within or outside the performing organization may include but not limited to: the Project manager, Project Team, Functional management, Sponsors, Customers/ End users, Government and its agencies (regulators and service providers), Traditional councils, Creditors/ Financial Organizations, Suppliers, Unions, Lobby groups, the Community and the Media. The work looked at the challenges faced by project managers in stakeholder management, the

effects of the challenges on the projects, strategies for improving stakeholder management on government projects and the findings and discussions. Challenges identified in the study included narrow consideration of stakeholders, high cost of stakeholder management, spontaneous and casual stakeholder management practices, lack of appropriate stakeholder planning mechanisms, communication difficulties/ineffective communication, unidentified stakeholders and limited/poor understanding of issues.

The study concluded that there are several challenges faced by project managers on government projects when managing stakeholders, which are mainly limited/poor understanding of issues and communication difficulties/ineffective communication.

The following recommendations were made; identified stakeholders on projects should be educated extensively about the projects through the use of clear communication (feedback should be taken to confirm if communication was clear), adequate budget should be made towards stakeholder management, there should be units or departments in performing organizations purposely for the complex task of stakeholder management, terms necessary for effective stakeholder management should be put in a memorandum of understanding (MOU) showing clear cut relationship, responsibilities and expectations of all relevant stakeholders should always be identified from project inception and engaged at the appropriate project stages to obtain, confirm, or maintain their continued commitment to the success of the project.

Keywords: Stakeholder Management, Government projects, Challenges

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DEDICATION

This work is dedicated first of all to the Almighty God for all He has done and continues to do in my life. I also dedicate it to my lovely wife Rosemary, my kids, my parents and all my friends and loved ones, especially those who helped me in diverse ways through my education.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The PMI Lexicon of project management terms defines a project stakeholder as an individual, group or organization who may affect, be affected by or perceive itself to be affected by a decision, an activity, or outcome of a project, program, or portfolio. These individuals, groups or organizations' interest may be affected or impacted positively or negatively by the project. Stakeholders may have a limited ability to influence project outcomes or may have significant influence on the project and its expected outcomes.

Stakeholders could be Primary (those who have direct interest in the projects outcome because they depend on the performing organizations financial well-being for their own), Secondary stakeholders (those who have indirect interest) or Tertiary Stakeholders (those who don't make decisions on projects or directly benefit from the outcome or operations of a project but have the ability to influence project decisions (they are mainly external actors). Stakeholders on Government projects may be within or outside the performing organization may include but not limited to: the Project manager, Project Team, Functional management, Sponsors, Customers/ End users, Government and its agencies (regulators and service providers), Traditional councils, Creditors/ Financial Organizations, Suppliers, Unions, Lobby groups, the Community and the Media (Newcombe, 2003).

The success or failure of a project depends on the ability of the project manager and the team to correctly identify and engage all stakeholders in an effective manner. The success

of a project greatly depends on how early the process of stakeholder identification and engagement commences. It is recommended that stakeholders are identified and engaged immediately the project charter has been approved, the project manager has been assigned and the team begins to form (PMBOK, 2017). If Stakeholders are not identified, the Project Manager cannot Plan Stakeholder Engagement, Manage Stakeholder Engagement and Monitor Stakeholder Engagement.

The ultimate goal for Project Stakeholder management is to ensure stakeholder satisfaction. Some advantages of Stakeholder management are the determination of Stakeholder expectations, their requirements/ needs, their level of interest in the project, their level of influence on the project and the engagement level of the Stakeholders (unaware, resistant, neutral, supportive or leading). This can be done through effective and continuous communication with all stakeholders ensuring that all their issues are addressed as they occur (PMBOK, 2017). Conflicting interest of stakeholders must also be well managed by the Project Manager through this process. Interactions with the stakeholder community must be frequent throughout the project to reduce or eliminate risk and build trust which in effect leads to cost reduction and increased success for projects.

Due to the long duration or prolonged life span of some projects, the stakeholders on such projects may have to be updated as some old members leave the project and new people become members of the project stakeholder community. The stakeholder register may also have to be updated when the project moves through different phases in its life cycle and also when there is significant changes in the organization or the wider stakeholder community (PMBOK, 2017).

A government project is a particular undertaking to achieve some concrete goal in a specific time (Choubey, 2014). The ultimate aim of every government is to engage in projects that will bring enormous benefits to its citizenry rather than make profits. Even though majority of government projects are social projects that bring benefits to citizenry in the project catchment area or the nation as a whole, if all stakeholders are not engaged and managed at the project inception the beneficiaries of the project may reject the project when completed.

1.2 Statement of the problem

The main duty of every government is to protect the lives and properties of its citizens to enable them to create their own economic security. In Ghana government undertakes capital intensive projects that greatly benefits the public and improve their social situation. Government heavily funds Education, Health, Security and also constructs basic economic infrastructure like roads, bridges, ports, hospitals, schools, dams etc. As much as the above mentioned infrastructure or interventions by government are important, effective stakeholder engagement is necessary to ascertain the needs of citizens at a particular period of time of in order not waste public funds that has been raised through taxes and prevent eventual failure of such projects. Though a government project might widely be accepted by the citizens, there might be more pressing issues at the time of implementation or execution. The process of stakeholder management is therefore not a onetime event but a continuous process from the time of conception of project idea to completion in order to ascertain if the initial requirements of stakeholders (citizens) remains the same or there is the need to update the requirements or in extreme cases abandon it.

The inability of Government representatives to understand stakeholders interest and address them in a timely and effective manner is a major challenge in Ghana. This is usually common with projects where people are displaced through their execution. The livelihood of such project affected persons must be maintained if not improved after the project.

1.3 Objectives of the study

1.3.1 Main Objectives

The main objectives of the study is to identify and analyze the challenges associated with stakeholder management on Government projects or public private partnership (PPP) projects across the country using Ashanti Region as a case study.

1.3.2 Specific Objectives

The following are the specific objectives:

- a) To assess the challenges project managers face in managing stakeholders on government projects.
- b) To determine the impact of the challenges on the success of the project.
- c) To propose strategies that will help project managers to effectively manage stakeholders on government projects.

1.3.3 Research Questions

Key questions this research seeks to answer include but not limited to:

- 1) What are the challenges project managers' face in managing stakeholders on government projects?

- 2) What are the effects of these stakeholder management challenges on the outcome of government projects?
- 3) What should be done to improve these stakeholder management challenges?

1.4 Relevance of Study

In Ghana major government projects/ interventions are geared towards the fulfillment of political manifestos. It is common to hear project end users complain about the lack of proper engagement by government representatives prior to the commencement of projects. This reason has called for my interest in this research and my quest to come out with recommendations that would lead to the success of government projects.

According to Kusedzi (2013), the significance of stakeholders cannot be over emphasized as they can delay the implementation of the projects, increase the cost as well as risk the entire project of achieving target objectives if relevant determinants are not assessed.

This study would among other things

- 1) Outline common challenges with stakeholder management on public/ government projects.
- 2) Establish the level or degree of expectations of end users as stakeholders and all other identified stakeholders of government projects in order to manage stakeholder satisfaction.
- 3) Outline reasons why some stakeholders sometimes show lack of support, are resistant or exhibit mistrust throughout the life cycle of government projects.
- 4) Serve as a reference material for others researching around the topic area.

1.5 Scope of the Study

The study is limited to Ashanti Region in Ghana. Ashanti Region was chosen because it is the second largest region in terms of size, population and economic activities. Ashanti Region has its fair share of government projects, stakeholders and challenges with managing or engaging identified stakeholders. The impact of effective stakeholder management on the project success are some key things studied in this research.

The success of government project depends on the engagement of several project stakeholders but this thesis has been limited to the project Manager and some frontline project staff of the performing organization. They are the target respondents who provided information for this research.

1.6 Organization of the Thesis

The research is made up of five (5) chapters;

Chapter One (1) includes the background of the study, statement of the problem, research objectives, research questions, relevance of the study and scope of study.

Chapter Two (2) adequately talks in general about literature closely connected to research topic. Relevant research from journals, magazines, books, articles, online publications, conference papers, reports, newspapers, internet or any published related works will be reviewed to assess information for the research topic.

Chapter three (3) contains the methodology and organizational profile which consist of the research design, population, sampling procedure or techniques, data collection tools or procedures and data analysis.

Chapter four (4) analyses the various data gathered from respondents and was presented in tables, graphs, charts and narratives.

The last chapter or chapter five (5) summarizes the main findings of the study, recommendations and the conclusion that were drawn.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Projects whether private or public always have stakeholders with different levels of interest. The PMI Lexicon of project management terms defines a project stakeholder as an individual, group or organization who may affect, be affected by or perceive itself to be affected by a decision, an activity, or outcome of a project, program, or portfolio. According to Winch (2007), stakeholders are people or groups that have or believe they have legitimate claims against the substantive aspects of a project. Newcombe (2003) defines stakeholders as groups or individuals who have a stake, or expectation of, the projects performance and include clients, project managers, designers, subcontractors, suppliers, funding bodies, users and the community at large. Bourne (2005) also defined stakeholders as individuals or groups who have an interest or some aspect of rights or ownership in the project, can contribute in the form of knowledge or support, or can impact or can be impacted by, the project.

2.1 Types of stakeholders

From the various definitions of a project stakeholder, it can be concluded that whether stakeholders are directly or indirectly involved with a project, they can influence the outcome of the project if not well managed or engaged. As a result of stakeholders perceived stake in an entity or task, they have certain expectations and consequently engage in certain types of behavior, sometimes constructive and sometimes destructive (Sutterfield et al., 2006).

Wiley (2004) explains the two major stakeholder groups below:

Primary or internal stakeholders have contractual relationship with the client and usually enter willingly into the project. This makes them have direct interest in the projects outcome because they depend on its financial well-being for their own.

Secondary or external stakeholders have little choice about whether the project goes ahead and may be positive or negative about the project. Secondary stakeholders rarely have directly enforceable claim on the project and therefore are reliant on regulators to act on their behalf. They have indirect interest.

Carol (n.d.), defines a third stakeholder group as *Tertiary Stakeholders* and explains that they don't make decisions on projects or directly benefit from the outcome or operations of a project but have the ability to influence project decisions.

According to Williams (2014), stakeholders can also be grouped into internal and external stakeholders. *Internal stakeholders* are entities within a business or an organization (e.g., employees, managers, the board of directors, investors). Internal stakeholders have direct interest in the business or projects outcome because they depend on its financial well-being for their own.

External stakeholders are entities not within a business or organization itself but who care about or are affected by its performance (e.g., consumers or end users, regulators, investors, suppliers). Though external stakeholders are not directly involved in a project or business, they benefit from the success of such projects or businesses. For example governments wants businesses to pay taxes, employ more people, follow laws, and truthfully report its financial conditions whiles suppliers want the businesses or projects

to continue to purchase from them. The community also as an external stakeholder also wants businesses or projects to contribute positively to its local environment and population.

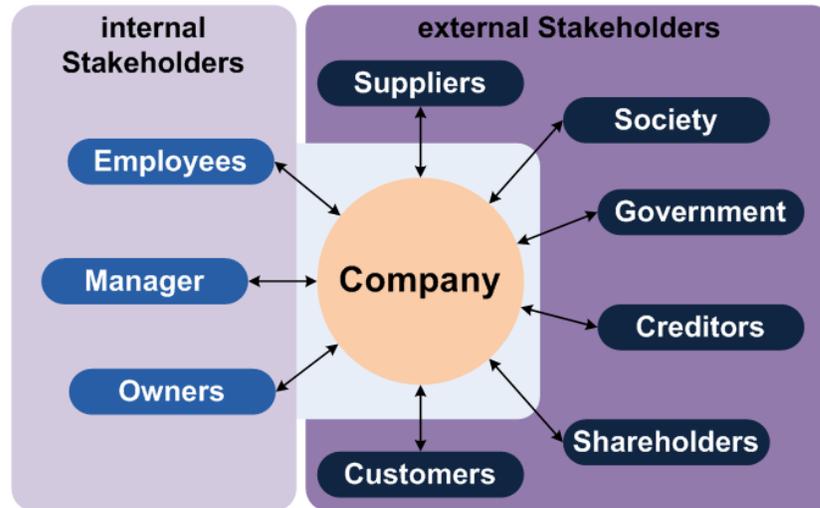


Figure 2.1: Typical stakeholders of a company

Source: Williams (2014)

According to Tomica Bonner, there are five major types of stakeholders namely the project manager, project team, functional management, sponsors and customers (Bonner, 2015). Bonner further differentiated stakeholders into *direct* and *indirect* stakeholders. Stakeholders involved with the daily activities of a project are direct stakeholders (e.g. team members) while indirect stakeholders are not impacted by the project execution but only by its finished project or output (Bonner, 2015).

2.2 Why the need to manage stakeholders

All projects, especially large government or state projects have numerous stakeholders often with different or conflicting interest or expectations. Some commonly identified

conflicts include but not limited to: cost efficiency against provision of more jobs, quality against quantity, long term interest against short term interest, raising more revenue against improving livelihoods, cost minimization against profit maximization etc.

According to (PMBOK Guide 6th Edition, page 523), manage stakeholder engagement is performed throughout the project and it is the process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement. The PMBOK Guide further explains that the key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders. Stakeholders need to be managed to help ensure that they clearly understand the project goals, objectives, benefits, and risks for the project, as well as how their contribution will enhance project success.

Effective stakeholder engagement means engaging stakeholders at appropriate project stages to obtain, confirm, or maintain their continued commitment to the success of the project. It also includes managing stakeholder expectations through negotiation and communication, addressing any risk or potential concerns related to stakeholder management and anticipating future issues that may be raised by stake holders. It may also include clarifying and resolving issues that have been identified.

Stakeholder management is important because it is the lifeblood of effective project relationships (Gifford and Lesser, 2016). This means not only knowing your stakeholders but also understanding their unique communication needs at various points in the project. These needs involve establishing a sound relationship, feeling trusted and relevant, and understanding how their work is contributing to successfully meeting project objectives.

The more the stakeholders or stakeholder groups on a project, the more the conflicting expectations because the objectives or interest of the various stakeholders are unlikely to be the same. The project manager as part of his duty should have the skill to understand the interest or objectives of the various stakeholders, in order to effectively manage their needs throughout the entire project.

It is therefore argued that a project stakeholder management framework can aid project managers in maximizing potential positive impact, while minimizing the potential detrimental impact that the project stakeholders can have on the outcome of a project (Sutterfield et al., 2006).

Many projects are doomed to experience costly failures if the hidden and conflicting agendas of the various stakeholders are not effectively identified and managed at the early stages of the project (Sutterfield et al., 2006). They proposed a strategic framework that intertwines stakeholder theory and the strategic management process. There are nine (9) steps to the continuous and dynamic strategic project stakeholder management (PSM) framework, which is an adapted version of the strategic management process explained by (Sutterfield et al.,2006).

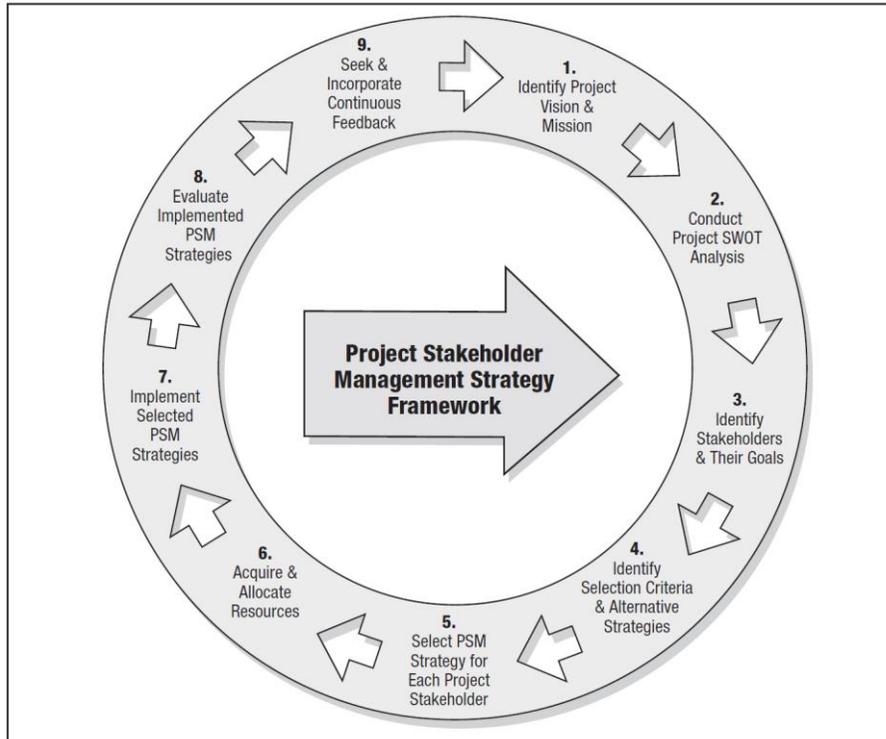


Figure 2.2: Project stakeholder management strategy framework

Source: Project management journal (2006)

2.3 Stakeholder Identification

Project stakeholder management starts with the process of identifying the people, groups or organization that can impact a project, can be impacted by the project or who may perceive themselves to be impacted by a project. According to the PMBOK Guide 6th Edition, if project stakeholders are not identified, the processes of plan stakeholder engagement, manage stakeholder engagement and monitor stakeholder engagement cannot be carried out.

Identify stakeholders is the process of identifying project stakeholders regularly, analyzing and documenting relevant information regarding their interest, involvement,

interdependencies, influence and potential impact on the project success (PMBOK Guide 6th Edition, page 507). The advantage of this process to the project team is that it helps them to identify the interest, expectations, influence or power each stakeholder or group of stakeholders have on the project in order to know how to manage and monitor such stakeholders. Balancing these opposing or incongruent forces and stakeholder interests is a major role of the project manager for any project.

Cotterell and Hughes (1995) suggest that stakeholders might be identified in one of three categories: internal to the project team, external to the project team but internal to the organisation and external to both the project team and the organisation. Identifying formal stakeholder groups is relatively easy compared to identifying informal groupings is much difficult. These informal groupings are likely to have a changing membership with ad hoc or impromptu coalitions springing up in response to specific events (Newcombe, 2003). When individual stakeholders and their unique needs are identified, a project manager can more effectively communicate with stakeholders, leading to satisfied sponsors and stakeholders, happy and productive team members, coordinated efforts focused on common targets, and more successful project outcomes.

The process of stakeholder identification according to the PMBOK Guide 6th Edition is undertaken with inputs like the project charter, business documents, project management plan (which outlines the stakeholders in the communications management plan and stakeholder engagement plan), project documents, agreements(e.g. contract), enterprise environmental factors and the organizational process assets. Tools and techniques used in

extracting the outputs include expert judgment, data gathering (brainstorming on the list of potential stakeholders), data analysis (stakeholder analysis), data representation (stakeholder mapping) and meetings. The main output of stakeholder identification process is the stakeholder register which contains information like identification information, assessment information and stakeholder classification. A list of stakeholders can then be extracted as the output from the stakeholder analysis. The list of stakeholders is updated throughout the project since new stakeholders can be introduced and some old stakeholders can leave the project before completion. Important information such as the position of stakeholders in their organizations, their roles on the project, and expectations, and stakes, stakeholder's levels of support for the project and stakeholders information interest can also be obtained from stakeholder analysis. Some stakeholder groups might be pre-determined through regulatory requirements.

Stakeholder identification and analysis techniques starts with the process of choosing stakeholder analysis participants. Deciding who should be involved, how, and when in doing stakeholder analyses is a key strategic choice (Bryson, 2004).

2.4 Stakeholder Mapping/ Analysis

Every project have several stakeholders or stakeholders groups who may have different interest or expectations which may be congruent on incongruent with the project manager's project mission, vision or objectives. It is therefore a necessary task for every project manager to understand the intended goal of each stakeholder in order effectively manage their needs or expectations. Stakeholder analysis seeks to determine what stakeholders on a project expect from the project and determine how to manage the various stakeholders based on their power, influence and importance to the project

(Newcombe, 2003). With mega or complex projects which are usually capital intensive, stakeholder identification and analysis is started very early at the pre-feasibility or pre-exploration phases as a signal to the affected communities and other local stakeholders that their views and well-being are considered important while putting in measures to ultimately keep key stakeholders satisfied throughout the project. Even though a powerful individual stakeholder may have a significant influence on project decisions, stakeholders who can easily combine or effectively organise themselves to form temporary coalitions are most influential in shaping the strategy of the project.

Newcombe (2003) explains that stakeholders interact in two primary arenas. The *cultural arena* where there is usually co-operation between project stakeholders due to shared ideologies and values which may be used to shape or constrain changes. The second arena is the *political arena* where there is usually conflict with the objectives and expectations of other stakeholders because the powerful individuals and interest groups or stakeholders exercise power to achieve their objectives which may be incongruent with that of the other stakeholders (Newcombe, 2003). Stakeholder analysis seeks to monitor and keep all identified stakeholders informed but the ultimate goal is to keep only the key stakeholders satisfied

Stakeholder analysis is a way to identify a project's key stakeholders, assess their interests and needs, and clarify how these may affect the project's viability. Attention to stakeholders is important throughout the strategic management process because "success" for public organizations and survival of projects depends on satisfying key stakeholders according to their definition of what is valuable (Bryson 1995: 27; Moore 1995).

In general, people should be involved if they have information that cannot be gained otherwise, or if their participation is necessary to assure successful implementation of initiatives built on the analyses. Bryson (2004) presented different stakeholder identification and analysis techniques explaining that Stakeholder analyses are undertaken for a purpose and that purpose should be articulated as clearly as it can be before the analyses begin. He further explained that stakeholder analysis are undertaken as part of organisational policy, plan or strategy change exercises; or organizational development efforts. Stakeholder analysis examines, a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on the project.

Bryson (2003) in his paper presented at the National Public Management Research Conference, presented fifteen (15) stakeholder identification and analysis techniques which he further grouped into four categories namely: organizing participation, creating ideas for strategic interventions, building a winning coalition around proposal development, review, and adoption and implementing, monitoring, and evaluating strategic interventions. Some of the analysis techniques he discussed include: the Basic Stakeholder analysis technique, Power versus interest grid, Bases of power – directions of interest diagrams, Ethical analysis grids, Stakeholder support versus opposition grid, Policy attractiveness versus stakeholder capability grid, Stakeholder role plays and others (Bryson, 2003).

Robert Newcombe explained that stakeholder analysis consist of making judgement on the following three (3) issues: How likely each stakeholder group is to enforce its expectations on the project, whether these groups have the means to do so (concerned

with the power of stakeholder groups) and the likely impact of stakeholder expectations on future project strategies (Newcombe, 2003). He used the power predictability matrix and the power interest matrix to assess the three possible outcomes.

		PREDICTABILITY	
		High	Low
POWER	Low	A Few problems	B Unpredictable but manageable
	High	C Powerful but predictable	D Greatest danger or opportunities

Figure 2.3: Stakeholder mapping: power predictability matrix

Source: Newcombe (2003)

The power versus predictability matrix maps stakeholder’s predictability on an issue at hand or predictability in general against the stakeholder’s power to affect the organization’s or issue’s future. Stakeholders who are predictable are easy to deal with or manage compared to the unpredictable ones. From the above grid, four categories of stakeholder results from zone A, zone B, zone C and zone D can be interpreted. Robert Newcombe explained the implications of stakeholders in each zone below:

In Zone A stakeholders who are highly predictable with low power bases present few problems; equally, stakeholders who are unpredictable but have little power and are easily manageable. Powerful but predictable stakeholders in Zone C can have a conservative and constraining influence on project strategy which may not be a problem during periods of continuity and stability but can lessen against fundamental change in response to pressures in the project environment. Newcombe explained that the most difficult stakeholders to manage are those who are unpredictable but powerful. These groups of stakeholders may represent the greatest danger by using their enormous power to torpedo project strategies; conversely, unlike the stakeholders in Zone C, they are open to persuasion and can be convinced to support innovative solutions to problems.

		LEVEL OF INTEREST	
		Low	High
POWER	Low	A Minimal effort	B Keep informed
	High	C Keep satisfied	D Key players

Figure 2.4: Stakeholder mapping: power interest matrix

Source: Newcombe (2003)

The power versus interest matrix maps stakeholder's interest on an issue at hand or on the outcome of a project against the stakeholder's power to affect the organization's or issue's future. This classifies stakeholders in relation to the power that they hold and their level of interest in the project. The project manager will need to establish and maintain different types of relationships with each type of stakeholder grouping depending on which of the four zones stakeholders might fall. Robert Newcombe explained the relationship which need to be establish and maintained with stakeholders in all four zones below:

Stakeholders with little interest in the project activities and little power to influence them (Zone A) will require minimal effort on the part of the project manager. Stakeholders in Zone B with a high level of interest in the project's activities but little power to will need to be kept fully informed of the major decisions which have been made since keeping them informed easily makes them supportive of the project. Stakeholders in the other two zones represent different but equally important problems. Stakeholders in Zone C have high power but low interest and are very difficult to manage. Stakeholders in Zone C must be kept satisfied to maintain their interest level and avoid shifting them from Zone C to Zone D. Finally stakeholders in Zone D are referred to as Key players because they have a high level of interest and high level of power. This means that stakeholders in Zone D are leading stakeholders because no decision or step on the project can be carried out without them giving their approval. They basically steer the project by playing a leading role hence the acceptability of decisions of stakeholders in Zone D is a major consideration when developing project strategies.

The power of stakeholders is an essential feature in most of stakeholder analysis techniques because power is the mechanism through which stakeholders influence the direction and decisions for a project. This power can be used to retain the status quo or to enforce fundamental change (Gifford and Lesser, 2006). It must also be realised that the stakeholder maps will vary over time and will be, to a large extent, dependant on the stage the project has reached.

2.5 Stakeholder Engagement

Noland and Phillips (2010) explained that “engagement” is used to recommend a type of interaction that involves, at minimum, recognition and respect of common humanity and the ways in which the actions of each may affect the other. It is important that projects actually identify and communicate with those persons who have some legitimate stake in them. It has been stated that “the point of planning is the most important basis for engagement of the stakeholders, through the use of appropriate communication” (Neu, 2013, p.33). According to Manetti (2011), the main feature of stakeholder engagement, is not the mere involvement of stakeholders to ‘mitigate’ or manage their expectations (stakeholder management), but to create a network of mutual responsibility.

Jeffery,(2009) explained that stakeholder engagement is *interactive, inclusive, encourages* stakeholders to make suggestions or contributions which will lead to project success and finally stakeholder engagement leads to team’s *preparedness to change*. He provided an iterative process in which an organisation learns and provides its ability to perform meaningful stakeholder engagement while developing relationships of mutual respect, in place of one-off consultations. Below is a brief summary of each process as explained by Neil Jeffery:

Table 2.1: Summary of stakeholder engagement process

Stage	Activity	Description of process
Stage 01	Plan	Identify your basic objectives, issues to address and the stakeholders you prioritise as critical to your organisation.
Stage 02	Understand (your stakeholders)	Understand their wants and needs, their motivation, objectives and issues
Stage 03	Internal preparation and alignment	Dedicating appropriate time and resources to identify possible ways into conversations and win-win situations between your organisation and your stakeholders.
Stage 04	Build Trust	Note that all stakeholders are different and tailor different approaches when dealing with different stakeholders in order to build mutual trust between yourselves.
Stage 05	Consult	Consultation should be done to achieve; <ul style="list-style-type: none"> • An honest and a full representation of stakeholders who deserve to be consulted. • Timely provision of information and suggestions that respond directly to stakeholder’s expectations and interest identified. • Dissemination of comprehensive information so that stakeholders get a detailed, holistic picture.

		<ul style="list-style-type: none"> • Unbiased and sensible conclusions on matters through the provision of complete background information stakeholders need. • Agreement and built trust through realistic negotiations with possible trade-off of expectations, needs and objectives. • Relevant inputs to your organisation's key economic, social and environmental risks.
Stage 06	Respond and implement	Understand possible stakeholder reaction to your project and decide on the cause of action to take. Implement brainstormed measures for the agreed issues identified.
Stage 07	Monitor, evaluate and document	Transparency in stakeholder engagement is enhanced through accurate documentation, captured information or willingly accepting to be scrutinised externally. Success achieved and areas to improve should be accessed while lessons learned is shared.

Source: Jeffery, (2009)

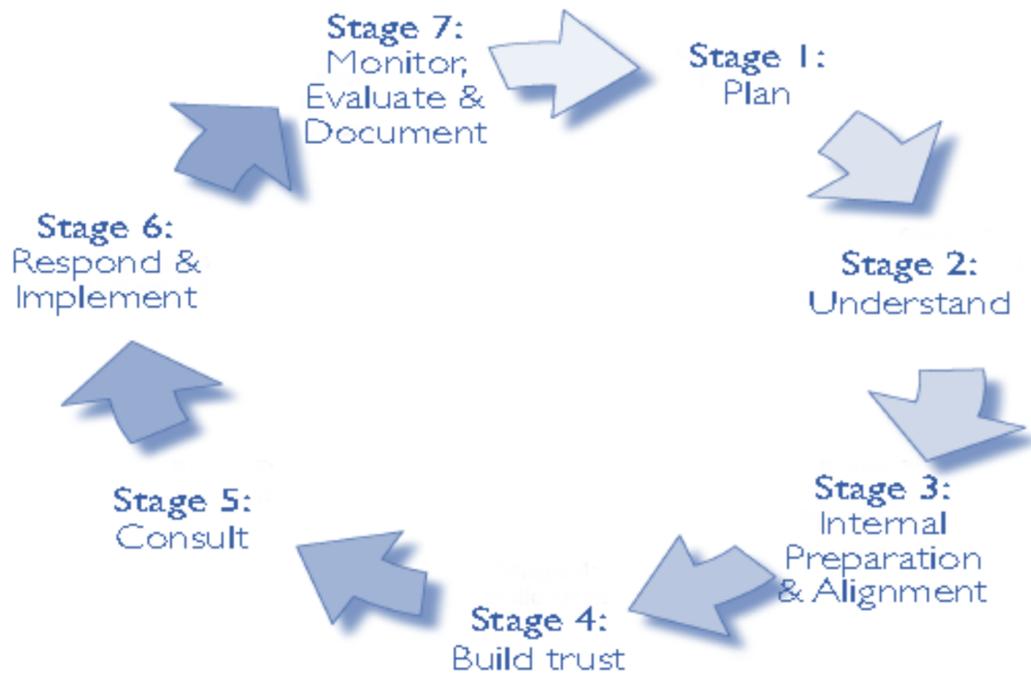


Figure 2.5: The process flow of stakeholder engagement

Source: Jeffery, (2009)

It is advisable for performing organizations undertaking large projects whether private, public private partnership (PPP) or government projects to undertake stakeholder engagement in order to obtain inputs from groups or communities that would be affected by the company's decision.

Stakeholders can be classified depending on their level of engagement on a project as unaware, resistant, neutral, supportive and leading (PMBOK Guide 6th Edition, page 521). Stakeholders are classified as:

- *Unaware* when they lack knowledge about the project and its likely impacts.
- *Resistant* when they have sufficient knowledge about the project but are resistant because they may have fears concerning the potential outcome of the project such as the loss of jobs or livelihoods, cost efficiency, quality of project outcome, loss of their independence or control if such projects comes into existence. Resistant stakeholders are mostly unsupportive of such projects.
- *Neutral* when they are aware of project but are indifferent or have no personal preference about the project outcome. Neutral stakeholders have no interest and do not belong to any side of different existing interest groups.
- *Supportive* when they have sufficient knowledge about the project and likely consequences but are convinced that the advantages of such projects greatly outweighs the disadvantages.
- *Leading* when they have all the attributes of supportive stakeholders but also go a step further to personally ensure that the project succeeds.

Stakeholder engagement is necessary to collect inputs from stakeholders which in effect has an effect in the overall project success. Though are several modes of interacting or engaging stakeholders, direct interaction is the most preferred means with the idea to give every stakeholder a voice, which gets reflected in the outcome of projects (Neu, 2013).

2.5.1 Stakeholder engagement assessment matrix

Stakeholder engagement assessment matrix is a tool used by project managers to help them examine resemblances or differences between the current engagement levels of identified stakeholders and the desired engagement levels required to ensure project success (PMBOK, 2017). The ultimate aim of every project manager is to close the gap

between the current engagement levels of stakeholders and the desired levels of engagement.

Table 2.2 Stakeholder engagement assessment matrix

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
<i>Stakeholder 1</i>	C(current)			D(desired)	
<i>Stakeholder 2</i>			C	D	
<i>Stakeholder 3</i>				DC	

Source: PMBOK Guide 6th Edition, (2017)

To enable project managers to increase support and minimise resistance from stakeholders, stakeholder engagement needs to be managed throughout the project. The process involves effective continuous communication and liaising with stakeholders in order to meet their needs and expectations, address challenges as and when they appear and develop stakeholder development the required stakeholder cooperation. Communication is a vital part of stakeholder engagement, hence the methods of communication prescribed in the communication management plan for each stakeholder must be applied accordingly. Effective, regular, and planned communication with all members of the project community is necessary for project success (Kusedzi, 2013).

2.6 Common challenges with project stakeholder management

Project stakeholders whether individuals, groups or organizations are likely to have conflicting interest, expectations or needs on projects which may be incongruent with that

of the performing organization. If these identified conflicting interest is not well balanced or managed, it may lead to prolonged challenges on the project.

Kastner (2011), in his article for the project management hut (PM Hut) outlined three major sources of Stakeholder Management challenges namely unclear stakeholders, unidentified stakeholders and unreasonable stakeholders. Kastner explained the three (3) sources below

- **Unclear Stakeholders** – Kastner considered stakeholders who do not clearly state their expectations and stakeholders who are not completely sincere or honest about their interests and expectations as unclear stakeholders since the impact of their challenge is the same. Kastner explained that unclear stakeholders may be inarticulate or less than candid. Usually there is a discrepancy between what the *inarticulate* stakeholder meant and what was written by using the stakeholder expectation matrix. The project manager then updates the stakeholder expectation matrix to reflect the correct expectations. Kastner explained that *less than candid stakeholders* may usually have negative past experiences which drives them to be insincere about their interest or expectations. He suggested that project managers can prevent this by making known to stakeholders why they are documenting expectations and how the information will be utilised or give stakeholders examples of life projects which failed due to the fact that stakeholders interest and expectations were wrongly documented.
- **Unidentified Stakeholders** – According to Kasner, these are stakeholders who were not identified early in the project and this challenge can be reduced or

eliminated by asking easily identifiable stakeholders during interview to list or name any other stakeholder they think should be included in the primary stakeholders list. He suggested that project managers must make known to identified stakeholders that, once they append their signatures or sign off on the matrix, it means that they agree that all stakeholders are identified. This serves as a proof to an unidentified Furious Stakeholders (UFS) that you (the project manager) are not the only one who was not able to identify them because they somehow were not able to make their relevancy to the project known, but the other identified stakeholders missed it too.

- **Unreasonable Stakeholders** – Kastner (2011) defined unreasonable stakeholders as those who do not accept what some refer to as logic and the laws of physics. Kastner outlined some steps he deemed effective for dealing with unreasonable stakeholders. The steps are as follows: 1) project managers (PM) must be accommodating to suggestions or demands of unreasonable stakeholders, 2) PM's must maintain awareness of the approved constraints of the project and impacts or effects of those demands, 3) lay before the unreasonable stakeholder the approved or accepted options in the contract, 4) allow the unreasonable stakeholder to choose from approved options within the bounds of the project. Project managers are advised not to say no to unreasonable stakeholders, but give them the information within the limits of the project and impacts of their request and leave them to decide.

In order to achieve a successful project outcome, the project manager must have the knowledge and skill to detect potential challenges early and use the appropriate or

tailored strategies to address them. Addressing challenges in a timely manner can aid project managers in maximizing the potential positive impact, while minimizing the potential detrimental impact that project stakeholders can have on the outcome of a project.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the research methodology employed in carrying out the research and includes the research design, population of the study, sample technique and sample size, method of data collection, method of data analysis and research challenges or limitations.

3.1 The Research Design

The research design consist of the background of the study. It gives information about the data collection methods, analysis and interpretation. Through the use of a structured questionnaire, secondary and primary data sources were collected from the field. Quantitative data were collected from the primary and secondary data sources.

3.2 The Study Area

The Ashanti Region is located in the southern part Ghana and is third (3) largest of the ten (10) administrative regions. It is boarded to the north by Brong-Ahafo region, the south by Central region, the east by Eastern Region and the west by Western region. Ashanti region occupies a total land surface of 24,389 km² (9,417 sq mi) or 10.2 per cent of the total land area of Ghana. It has the largest population amongst the regions with a population of 4,780,380 according to the 2010 national census, accounting for 19.4% of Ghana's total population. The Ashanti region is popularly known for its gold, cocoa and trading activities.

3.3 Study Population

The target population for this study was the Project Managers as well as the key or frontline project staff of government projects being undertaken in the Ashanti Region. Government is undertaking about 20 projects currently in the Ashanti Region; out of this number, 4 of them are hospital projects, 6 of them are road projects, 2 of them are housing projects, 3 are Markets and the remaining 5 are industrial projects. The sampled projects are made up of both solely government projects and Public Private Partnership projects. Project Managers and key project staff working on these projects were considered for the study so as to obtain a holistic and broader view of the research topic. The decision to use the region was based on the fact that the region has an appreciable number of government projects being undertaken currently and the contribution those projects have on the development of the area is very crucial. This in effect makes it necessary to understand critical issues such as stakeholder management challenges on the outcome of these projects.

The choice of the region was also influenced by the researcher's familiarity with the region.

3.4 Sampling Technique and Sample Size

The sample for this study was selected through the use of purposive sampling. The Purposive Sampling technique used in the study helped in the selection of respondents who provided relevant and factual information for discussion (Leedy and Ormrod, 2005).

A sample size of 35 was selected for the study. This comprised 20 Project Managers, 10 frontline project staff and 5 key resource persons made up of one project Engineer, one

project Architect, two project Coordinators and one project supervisor. Krejcie and Morgan Sample Table (1970) was applied in the determination of the sample size. Regardless of the fact that there are close to 40 government projects at different stages of execution in the Ashanti region, the target population for this research is limited to 20 projects identified to be actively in progress. The sample size was selected from this 20 projects with activities on site.

Target respondents were intentionally chosen based on whether the projects fall under the classification of projects that would be able to provide the required information for the study. In all, twenty project managers from twenty target Government Organizations were interviewed using structured questionnaire.

Table 3.1 Breakdown of sample size

category	Number of sampled members	Percentage
Project Managers	20	57
Project coordinators/ architect/engineer/supervisor	5	14
Frontline Project Staff	10	29
TOTAL	35	100

Source: Own illustration according to Krejcie and Morgan Sample Table (1970)

3.5 Data Collection Procedures and Techniques

Primary data was in a large part relied on as the research was purely a survey type which utilized structured questionnaire. Secondary data source was also used but on a lower percentage. The structured questionnaire employed was made up of close and open-ended questions administered directly and indirectly to primarily project managers or key project staff.

About 90% of the questions of this research were closed-ended to enable the researcher obtain the exact information required for the study purpose, the remaining questions were open ended to extract information that are distinctive or special organisational situations and styles as well as difference in project conditions.

3.6 Data Analysis

To transform the raw data into information for useful and meaningful purposes, it was necessary to convert the data into manageable form, thus creating summaries, categories and applying Statistical inferences. Subsequently, the following was done to finally examine or analyse the data in order of the research objectives and questions. Step one was to edit the data to ensure consistency as well as identify and purge them of all forms of errors and omissions which might have occurred in the course of the data collection.

The data were then coded thus classifying and categorizing the data into manageable and analysable form. The quantitative aspect of the data was analysed using statistical software known as software package for social science (SPSS 20.0) and the results were displayed in tables.

Mean score ranking method was used to rank the severity of the identified challenges. With 3.00 being the mid-point (neutral = 3.00), any challenge with a figure less than 3.00 was regarded as a serious challenge while those with figures greater than 3.00 regarded as low consequence challenges. Therefore the higher the mean value, the less serious the challenge is and vice versa. Mean score ranking method was also used to rank the effectiveness of identified strategies. With 3.00 similarly being the mid-point (neutral = 3.00), any strategy with a figure less than 3.00 was regarded as an effective strategy for managing stakeholders on government projects while those with figures greater than 3.00 were regarded as not being effective strategies. Therefore the higher the mean value, the less effective the strategy and vice versa.

With the frequencies, the greater the percentage of respondents that agree and strongly agree to a challenge the more serious the challenge and vice versa. Also the greater the percentage of respondents that agree and strongly agree to a strategy the more effective the strategy and vice versa.

3.7 Research Challenges/Limitations

Given the category of respondents this study dealt with, the data collection was time consuming and quite slow as some projects had to be revisited and several phone calls had to be made before getting the scheduled officers to grant the interview. In some cases it was not possible to meet with scheduled officers hence the questionnaire had to be given to them by their subordinates, so that at their own convenient time they respond to them, but even with that, some complained that they never received the questionnaire; in such cases there was limited avenue for some of them who needed clarification on some aspects of the questionnaire and that subsequently affected the quality and relevance of

some of their responses which necessitated some form of revisits as well as phone calls to clarify issues.

It was tedious and also a back and forth process getting access to the targeted respondents, since official letters had to be sent to the performing organisations and the municipal or district assemblies who represented the government of Ghana on these projects. There were waiting periods and continuous correspondence until permissions were granted to these project sites. Data collection was time consuming and in some instances slow because majority of the project managers and the key staff had very busy schedules and hence little or no time to fill out questionnaires or to be interviewed. Some also had little or no time to meet or contact me in instances where they needed clarifications on some aspects of the questionnaire and that eventually had some effect on the quality and relevance of some of their responses. Revisits or phone calls had to be made in some instances to fill the information gap.

Time was also a major challenge with this research. There was limited time or no time to carry out respondent feedback and discussion of interpretations for the purpose of verification.

CHAPTER FOUR
RESULTS AND DISCUSSIONS

4.0 Introduction

This chapter presents the findings of the study in line with the following research questions the researcher sought to find answers to: What are the challenges of Stakeholder management in a typical government project, what are the impact those challenges have on the project and what are the strategies that will help effectively manage stakeholders on government projects.

4.1. Socio Demographic Profile

4.1.1 Gender

The table below shows the gender distribution of respondents. It is determined that the proportion of respondents who manage Government’s projects in the Ashanti Region comprised of 68.6% male and 31.4% female. This shows that more men are managing Government’s projects as compared to the women.

Table 4.1: Gender of respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	24	68.6	68.6	68.6
	Female	11	31.4	31.4	100.0
	Total	35	100.0	100.0	

Source: Field Survey (2018)

4.1.2 Position of Respondents

Respondents' positions showed majority being project managers accounting for 57.1%, followed by project engineers/coordinators/supervisors who accounted for 28.6%, while others who are made up of frontline project staffs accounted for 14.3%, as shown in the table below

Table 4.2: Position of respondents

Position of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Project Manager	20	57.1	57.1	57.1
	Project Engineer/ Coordinator/ Supervisor	10	28.6	28.6	85.7
	Other	5	14.3	14.3	100.0
	Total	35	100.0	100.0	

Source: Field Survey (2018)

4.1.3 Years of Experience of Respondents

The table below shows the respondents' work experience in managing governments projects related to the study. It has been determined that most of the respondents have 5-9 years of work experience, accounting for 42.9%, followed by 10-14 years and those who have 14 years of experience of work experience, accounting for 20.0% each, and less than 5 years accounting for at least 17.1%.

Table 4.3: Years of Experience

Years of Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	6	17.1	17.1	17.1
	5-9years	15	42.9	42.9	60.0
	10-14 years	7	20.0	20.0	80.0
	14 years and above	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

Source: Field Survey (2018)

4.1.4 Type of Government Project Respondents are Engaged in

The table below shows the response of the type of government project respondents are involved in. It was determined that most of the respondents were involved in hospital projects which accounted for 28.6%, followed by road projects accounting for 25.7% and 12.5% each for respondents who were managing housing and markets project , and the rest were managing factories being setup by the government and other private entities representing 5.0%. This shows that the majority of respondents who were understudy were involved in government hospital projects.

Table 4.4: Type of project

Type of Project					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hospital	10	28.6	28.6	28.6
	Road	9	25.7	25.7	54.3
	Housing	6	17.1	17.1	71.4
	Markets	6	17.1	17.1	88.6
	Factories	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

Source: Field Survey (2018)

4.1.5 Units for Stakeholder Management on the Project

The table below shows the percentage of respondents who expressed whether they had a stakeholder management unit on their projects or not. 77.1% of the respondents responded that they have no stakeholder management unit on their project, while 22.9% of the respondent said they have a stakeholder management unit.

Table 4.5: Units for stakeholder Management

Units for Stakeholder Management on the project					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	8	22.9	22.9	22.9
	No	27	77.1	77.1	100.0
	Total	35	100.0	100.0	

Source: Field Survey (2018)

4.1.6 Responsibility of Stakeholder Management on Project

On the question of who performs stakeholder management on the projects being implemented by the respondents, most of the respondents indicated that it was the duty of the project manager on their projects which represented 71.4% of the respondents, while 20.0% of the respondents indicated that, management of stakeholders is everybody's business on the project. But 8.6% of the respondents indicated that, other people manage stakeholders on their project. They indicated that these people could be consultants or contractors who were experts in managing stakeholders. This is shown on Table 4.1.6 below:

Table 4.6: Responsibility of Stakeholder Management on Project

Who performs stakeholder Management on the project					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Project Manager	25	71.4	71.4	71.4
	All team members	7	20.0	20.0	91.4
	other	3	8.6	8.6	100.0
	Total	35	100.0	100.0	

Source: Field Survey (2018)

4.2 The Challenges Faced by Project Managers in Stakeholder Management

The table below shows the distribution of respondents' opinions on the challenges they face in the management of stakeholders on government projects. The table shows the distribution of several challenges, the percentage number and the average score for the purpose of the ranking. An average score of 3.00 was used to determine if the challenge

is serious or not, with any average score less than 3.00 being a more serious challenge and any score above 3.00 being a less serious challenge (the higher the mean value, the less serious that challenge is and vice versa) .

Regarding the distribution of challenges managers of government projects face in managing stakeholders, the following challenges were identified:

4.2.1. Narrow consideration of stakeholders

The least serious of the challenges identified by respondents was the narrow consideration of stakeholders when managing stakeholders on government project, with a mean score of 3.1714. Most of the respondents disagreed that this is a major challenge encountered when managing stakeholders on a government projects and they represented by 37.1% of the respondents. This was followed by 20.0% of the respondents who strongly disagreed, with 14.3% of the respondents agreeing that is was a real challenge. 11.4% of the respondents strongly agreed with 17.1% of the respondents remaining neutral. The total value in percentage terms of those who strongly disagree and those who disagree represented 57.1% as compared to that of those who strongly agreed and agreed which represented 25.7% of the respondents. It was observed that narrow consideration of stakeholders was not a serious challenge in the course of managing stakeholders on a government project.

4.2.2. High cost of stakeholder management

The second least serious challenge was high cost of stakeholder management on government projects. Majority of the respondents disagreed representing 37.1%. This was followed by those who strongly agreed, accounting for 20.0%. Those who agreed accounted for 14.3%, while 11.4% of the respondents strongly disagreed that the

challenge was a serious challenge. Those who did respond but chose to remain neutral, accounted for 17.1%. The sum of strongly agree and agree represented (34.3%) and a total of strongly disagree and disagree was (48.5%). The mean score ranking was 3.0571% indicating that, is not a serious challenge faced by managers on government projects when they are managing stakeholders on the project.

4.2.3. Spontaneous and Casual Stakeholder management practices

Similarly, with regard to spontaneous and causal stakeholder management practices, the majority of respondents representing 45.7% remained neutral to this as a challenge, followed by 25.7% who disagreed. 11.4% of the respondents strongly agreed with 5.7% of the respondents strongly disagreeing. Those who did not answer the question denoted as N/A represented 0%. The total percentage of those who strongly disagreed and those who disagreed was (31.4%) as compared with those who strongly agreed and agreed representing (22.8%). With a mean score ranking of 3.0286%, spontaneous and causal stakeholder management practices was the third least challenge that Project managers and frontline project staff faced on the sample government projects in the cause of managing stakeholders on their projects.

4.2.4. Lack of appropriate stakeholder planning mechanisms

In view of the lack of appropriate stakeholder planning mechanisms as a challenge faced by managers of government projects in the managing of stakeholders on the project, 27.5% of the respondents agreed that this was a major challenge with 27.5% of the respondents also strongly agreeing to this challenge. The percentage of respondents who remained neutral were 20.0%. The percentage of respondents who did not agree to this challenge were 20.0% with the remaining 8.6% of the respondents strongly disagreeing.

As can be seen from the analysis, lack of appropriate stakeholder planning mechanisms was the fourth serious challenge faced by managers of government projects in handling stakeholders with a mean score of 2.6000.

4.2.5 Communication difficulties/ineffective communication

Communication difficulties/ineffective communication was identified as one of the challenges faced by project managers and key project staff in managing stakeholders on their projects. This challenge had a mean score ranking of 2.3714 which meant that the respondents saw this to be a serious challenge. The results of the percentage value show that the majority of the respondents representing 31.4% agreed to this as a challenge faced by managers of government projects in the management of stakeholders. 28.6% of respondents remained neutral in their assessment of this challenge followed by 25.7% of the respondents strongly agreeing to this challenge. 8.6% and 5.7% of the respondents disagreed and strongly disagreed respectively. With a mean value below 3.00, it can be interpreted that communication difficulties/ineffective communication is a serious challenge faced by managers of government projects in the managing of stakeholders on their project.

4.2.6 Unidentified stakeholders

Unidentified stakeholders was ranked as the second most serious challenge faced by Project managers and frontline staff of government projects in the management of stakeholders on their projects. This challenge had a mean score ranking of 2.1714. The percentage values were determined, with the highest score of 38.6% representing respondents agreed to this challenge, 37.1% of the respondents strongly agreed to this challenge followed by respondents who disagreed to this challenge accounting for 20.0%.

Those that remained neutral represented 14.3% of the respondents with none of the respondents strongly disagreeing with this challenge. The mean score below 3.00 indicates that it is one of the most serious challenges faced by managers of government projects in managing stakeholders on their projects.

4.2.7 Limited or poor understanding of issues

Limited/poor understanding of issues ranked number one (1) among the challenges faced by managers on government projects in managing of stakeholders with a mean score of 1.7714. The percentage value was determined, with the highest score being 51.4% which represented respondents who strongly agreed to this challenge. 25.7% of the respondents agreed to this challenge followed by 17.1% of the respondents who remained neutral. 5.7% and 0% of the respondents disagreed and strongly disagreed respectively to this challenge. With a mean score below 3.00 and also the lowest (1.7714) recorded, it indicates that this is the most serious challenge faced by managers who are in charge of government projects when managing stakeholders.

Table 4.7: Challenges Faced by Project Managers in Stakeholder Management

Challenges	Percent						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean Score Ranking	Rank
Unidentified stakeholders	37.1	38.6	14.3	20.0	0.0	2.1714	2nd
Limited/poor understanding of issues	51.4	25.7	17.1	5.7	0.0	1.7714	1st
High cost of stakeholder management	20.0	14.3	17.1	37.1	11.4	3.0571	6th
Communication difficulties/ineffective communication	25.7	31.4	28.6	8.6	5.7	2.3714	3rd
Narrow consideration of stakeholders	11.4	14.3	17.1	37.1	20.0	3.1714	7th
Spontaneous and casual stakeholder management practices	11.4	11.4	45.7	25.7	5.7	3.0286	5th
Lack of appropriate stakeholder planning mechanisms	25.7	27.5	20.0	20.0	8.6	2.6000	4th

Source: Field Survey (2018)

4.3 The Third Part: Effects of the Challenges on the Projects

Tables 4.3.1 and 4.3.2 below shows the distribution of respondents' opinion on the severity the effects of the challenges in managing stakeholders on government projects. The table shows the ranking of several impacts of the challenges, the percentage number and the average score for the purpose of the ranking. An average score of 3.00 to determine if the effect is mild or severe, with any average score less than 3.00 having a severe effect and any score above 3.00 classified as mild effect (the higher the average score, the less the impact and vice versa) .

Regarding the distribution of the impact of poor stakeholders' involvement in project planning and implementation, the following effects were identified:

4.3.1. Delays impact, lowers commitment to full contribution

With a mean score of 3.2034, delays of impact, lowers commitment to full contribution of stakeholders which was seen as an effect on the project as a result from encountering the challenge of value difference (religious & cultural) was interpreted to have a mild (less) effect due to the fact that the mean score ranking was higher than 3.00. Most of the respondents remained neutral on the issue representing 40.0% of the respondent population, followed by the respondents who agree and disagree with 20.0% each. For strongly agree and strongly disagree, 5.0% and 15.0% respectively choose these options. The total value in percentage term of those who strongly disagree and those who disagree represented 35.0% of the respondent population as compared to those who strongly agree and agree represented by 25.0%. It can therefore be concluded that delays impact, lowers commitment to full contribution had a mild effect on the project.

4.3.2. Limits projects content or quality.

Though the remaining effects were severe because they had mean scores lower than 3.00, limits projects content or quality as an effect was seen as the least of the severe effects with a mean score ranking of 2.8113. This was seen as an effect on managing government projects as a result of the challenge of hidden stakeholders (inability to identify all stakeholders), with 37.5% of the respondents being neutral. This was followed by 22.5% of the respondents who agreed to the effect. 20.0% of the respondents strongly agreed. Those who disagreed and strongly disagreed accounted for 12.5% and 7.5%, respectively. Strongly agree and agree summed up to 42.5% and strongly disagree and disagree summed up to 20.0%. Though the severity of the impact is not much, slow information flow between parties can affect project planning and implementation.

4.3.3. Misinformation about activities, failed expectations, poor information flow

Also, misinformation about activities, failed expectations and poor information flow were the effects of the challenge communication difficulties or ineffective communication. The mean score is less than the average of 3.00, indicating that its effects is severe. It ranked 5th among the severe effects identified with a mean score of 2.6090. For percentages, most of the respondent representing 35.0% agreed to this effect being severe, 27.5% remained Neutral about the effect. Those who agreed to the effect represented 25.0% of the respondents, with 10.0% and 2.5% representing those who disagreed and strongly disagreed respectively. This suggests that misinformation about activities, failed expectations and poor information flow are effects that affects projects when managers managing stakeholders on government projects encounter the challenge of communication difficulties or ineffective communication.

4.3.4. Division among implementers

Division among implementers was seen as the effects of the challenge political differences and conflict with the majority of respondents representing 37.5% of the representative agreeing to the effect, followed by 32.5% of the respondents strongly agreeing to the effect and 15.0% having a neutral stance about the effect. 10.0% and 5.0% of the respondents disagreed and strongly disagreed respectively. The total of percentages of those who strongly agreed and those who agreed summed up to 70% as compared with those who strongly disagreed and disagreed making a total of 15%. With a mean score of 2.3004, it ranked 4th among the severe effects identified.

4.3.5. Eats into resources meant for other things

It was also seen that high cost of stakeholder management resulted in more of the budget eaten into resources meant for other things. The majority of respondents comprising of 40.0% of the respondents agreed to this effect, followed by 35.0% of the respondents who strongly agreed to the effect. 22.5% of the respondents remained neutral and the remaining 2.5% disagreed. None of the respondents strongly disagreed to this effect. As can be seen from the analysis, high cost of management eats into financial resources meant for other things and its effects on the project as determined by the mean score of 2.1043 meant that it ranked 3rd among the severe effects identified.

4.3.6 Misinformation and wrong interpretation, impeded implementation

Limited/poor understanding of issues resulted in misinformation and wrong interpretation, and also impeded implementation. The mean value below 3.00 indicates that misinformation and wrong interpretation was considered to be more severe effects on government's project due to limited understanding of issues by stakeholders. The results

in percentage terms value showed 47.5% of the respondents strongly agreed to that effect while 32.5% of the respondents agreed to that effect. 7.5% and 2.5% of the respondents disagreed and strongly disagreed respectively with the remaining 10.0% staying neutral. With a mean score of 1.7082, this effect was rated as the second most severe effect that affects government projects when stakeholders face the challenge of limited understanding of issues.

4.3.7 Affects timing and quality, limits cooperation, difficulty in building consensus, too much burden on project team

It was finally seen that conflicting/varied interests and opinions, beliefs and orientations affects timing and quality, limits cooperation, difficulty in building consensus, and put too much burden on project team in the course of managing stakeholders on government projects, which is depicted by a mean score lower than 3.00 and also the lowest of all the mean scores recorded. The percentage values recorded showed the highest score being 52.5% which represented the respondents who strongly agreed. 25.0% agreed while 2.5% each of the respondents disagreed and strongly disagreed to this effect. 17.5% of the respondents remained neutral. With a mean score of 1.4890 which was the lowest of all the mean scores recorded, this effect was ranked 1st among all the severe effects identified.

Table 4.8: Effects of the Challenges on Project Management on Government

Projects

Challenge	Effects	Mean	Rank
Limited/poor understanding of issues	Misinformation & wrong interpretation, impeded implementation	1.7801	2nd
Conflicting/varied interests and opinions, beliefs and orientations	Affects timing & quality, limits cooperation, difficulty in building consensus, too much burden on project team	1.4890	1st
High cost of Stakeholder management	Eats into resources meant for other things	2.1403	3rd
Communication difficulties/ineffective communication	Misinformation about activities, failed expectations, poor information flow	2.6090	5th
Unidentified stakeholders (inability to identify all stakeholders)	Limits projects content or quality.	2.8113	6th
Value difference (religious & cultural)	Delays impact, lowers commitment to full contribution	3.2034	7th
Political differences and conflict	Division among implementers	2.3004	4th

Source: Field Survey (2018)

Table 4.9: Percentage Values of the Effects of the Challenges on the Project

Category	Percent						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean Score Ranking	Rank
Limits projects content or quality.	20.0	22.5	37.5	12.5	7.5	2.8113	6th
Misinformation about activities, failed expectations, poor information flow	25.0	35.0	27.5	10.0	2.5	2.6090	5th
Division among implementers	32.5	37.5	15.0	10.0	5.0	2.3004	4th
Delays impact, lowers commitment to full contribution	5.0	20.0	40.0	20.0	15.0	3.2034	7th
Eats into resources meant for other things	35.0	40.0	22.5	2.5	0	2.1403	3rd
Misinformation & wrong interpretation, impeded implementation	47.5	32.5	10.0	7.5	2.5	1.7082	2nd
Affects timing & quality, limits cooperation, difficulty in building consensus, too much burden on project team	52.5	25.0	17.5	2.5	2.5	1.4890	1st

Source: Field Survey (2018)

4.4 Part Four: Strategies for Improving Stakeholder Management on Government Projects

The table below shows the strategies accepted by respondents' for improving stakeholder management on government's projects. Mean scores below 3.0 are regarded as good strategies with those above 3.0 not regarded as good strategies. For the strategies with mean scores below 3.0, the lower the value, the better the strategy. Low mean scores also indicate that the percentage figures of the respondents that choose strongly agree and agree were more compared to those who choose strongly disagree and disagree.

Table 4.10: Strategies for Improving Stakeholder Management

Statistics			
	N		Mean
	Valid	Missing	
Stakeholder Identification	35	0	2.1714
Stakeholder Prioritization	35	0	2.3429
Stakeholder Communication – Methods:	35	0	2.4000
Stakeholder Communication – Content:	35	0	2.4571
Stakeholder Engagement:	35	0	2.4857
Stakeholder Data Collection:	35	0	2.6000
Stakeholder Information Reporting	35	0	2.6857
Stakeholder Relationship Analysis and Improvement	35	0	2.8571

Source: Field Survey (2018)

4.4.1 Stakeholder Identification

Overall, the majority of respondents demonstrated that this was the first and most effective strategy identified and must be used to improve stakeholder management on government projects. With a mean score of 2.1714, this is a good strategy in the opinion of the respondents. 45.7% of the respondents agreed to this strategy and 25.7% strongly agreed to this approach which summed up to a total of 71.4%.

Table 4.11: Stakeholder Identification

Stakeholder Identification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	25.7	25.7	25.7
	Agree	16	45.7	45.7	71.4
	Neutral	5	14.3	14.3	85.7
	Disagree	5	14.3	14.3	100.0
	Total	35	100.0	100.0	

Source: Field Survey (2018)

4.4.2 Stakeholder Prioritization

As shown in table 4.4.1, stakeholder prioritization was the second most effective strategy on the list to improve stakeholder management on government projects with a mean score of 2.3429. The percentage of respondents who agreed to this effect (42.9%) and strongly agreed (20.0%) summed up to 62.9% showing that majority of the respondents agreed that this is one of the best approaches to engage stakeholders. 22.9% of the respondents

remained neutral with 11.4 % and 2.8% of the respondents who disagreed and strongly disagreed respectively. This is shown in the table below:

Table 4.12: Stakeholder Prioritization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	20.0	22.9	20.0
	Agree	15	42.9	42.9	62.9
	Neutral	8	22.9	22.9	85.7
	Disagree	4	11.4	11.4	97.1
	strongly disagree	1	2.8	2.9	100.0
	Total	35	100.0	100.0	

Source: Field Survey (2018)

4.13 Identifying Stakeholder Communication – Methods

The third most effective strategy in table 4.4.1 is identifying stakeholder communication – methods, with an average score of 2.4000. Percentage displayed show that the respondents who agreed (42.9%) and strongly agreed (22.9%) summed up to 65.8% making the majority. 17.1% of the respondents disagreed, 5.7% strongly disagreed and the remaining 11.4% remained neutral about this strategy. These are shown in the table below:

Table 4.14: Stakeholder Communication – Methods

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	22.9	20.0	22.9
	Agree	15	42.9	42.9	65.7
	Neutral	4	11.4	11.4	77.1
	Disagree	6	17.1	17.1	94.3
	strongly disagree	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

Source: Field Survey (2018)

4.4.4 Identifying Stakeholder Communication Content

In addition, identifying stakeholder communication content ranked fourth with an average score of 2.4571 as per table 4.4.1. This is an indication that this approach will also help manage stakeholders on government projects. In terms of percentage scores, 42.9% of the respondents agreed and 17.1% strongly agreed making a total 60.0% which showed that majority of the respondents considered this strategy as an effective one which should be used. 11.4% and 5.7% disagreed and strongly disagreed respectively with the remaining 22.9% remaining neutral. This is shown in table 4.4.5

Table 4.15: Stakeholder Communication – Content

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	6	17.1	17.1	17.1
	Agree	15	42.9	42.9	60.0
	Neutral	8	22.9	22.9	82.9
	Disagree	4	11.4	11.4	94.3
	strongly disagree	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

Source: Field Survey (2018)

4.4.5 Stakeholder Engagement

Again, engaging stakeholders ranked fifth among the effective strategies identified with an average score of 2.4857 as shown in table 4.4.1. In terms of percentage scores, 42.9% of the respondents agreed and 14.3% strongly agreed making a total 57.2% which showed that majority of the respondents considered this strategy as an effective one which should be used. 14.3% and 2.9% disagreed and strongly disagreed respectively with the remaining 25.7% remaining neutral. This is shown in the table below:

Table 4.16 Stakeholder Engagement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	14.3	14.3	14.3
	Agree	15	42.9	42.9	57.1
	Neutral	9	25.7	25.7	82.9
	Disagree	5	14.3	14.3	97.1
	strongly disagree	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

Source: Field Survey (2018)

4.4.6 Stakeholder Data Collection

Moreover results from table 4.4.1 indicates that collecting stakeholders' inputs was ranked 6th with an average score of 2.6000. With a mean score also lower than 3.0, it demonstrates that this strategy will also help manage stakeholders on government projects by managers of the project. In terms of percentage scores, 42.9% of the respondents agreed and 11.4% strongly agreed making a total 54.3% which showed that majority of the respondents considered this strategy as an effective one which should also be used. 14.3% and 5.7% disagreed and strongly disagreed respectively with the remaining 25.7% remaining neutral. This presented in the table 4.4.7 below:

Table 4.17: Stakeholder Data Collection

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	11.4	11.4	11.4
	Agree	15	42.9	42.9	54.3
	Neutral	9	25.7	25.7	80.0
	Disagree	5	14.3	14.3	94.3
	strongly disagree	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

Source: Field Survey (2018)

4.4.7 Stakeholder Information Reporting

Information reporting was the last but one strategy identified by the respondents as an effective and necessary in the management of stakeholders on government projects. With a mean score of 2.6857 it ranked 7th as shown in table 4.4.1. In percentage terms, 42.9% of the respondents agreed and 8.6% strongly agreed making a total 51.5% which showed that majority of the respondents considered this strategy as an effective one which should be used as against 11.4% who disagreed and 8.6% who strongly disagreed summing up to 20.0% . The remaining 28.6% of the respondents remained neutral. This is depicted in table 4.4.8 below

Table 4.18: Stakeholder Reporting Information

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	8.6	8.6	8.6
	Agree	15	42.9	42.9	51.4
	Neutral	10	28.6	28.6	80.0
	Disagree	4	11.4	11.4	91.4
	strongly disagree	3	8.6	8.6	100.0
	Total		35	100.0	100.0

Source: Field Survey (2018)

4.4.8 Stakeholder Relationship Analysis and Improvement

With an average score of 2.8571, the last rated strategy that was proposed for improving the management of stakeholders on government project was analyzing stakeholder relationship and improving them. Percentage scores showed that the percentage of respondents who agreed to this effect (42.9%) and strongly agreed (5.7%) summed up to 48.6% while those who disagreed (22.9%) and strongly disagreed (8.6%) summed up to 31.5% of the total respondents. Those who remained neutral were 20.0%. This is demonstrated in the table 4.4.9 below:

Table 4.19: Stakeholder Relationship Analysis and Improvement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	5.7	5.7	5.7
	Agree	15	42.9	42.9	48.6
	Neutral	7	20.0	20.0	68.6
	Disagree	8	22.9	22.9	91.4
	strongly disagree	3	8.6	8.6	100.0
	Total	35	100.0	100.0	

Source: Field Survey (2018)

4.5 Findings and Discussions

This section evaluates the results of the research based on the main data collected and analysis. The demonstration of findings is based on the objectives of the research which are listed below;

- a) To assess the challenges project managers face in managing stakeholders on government projects.
- b) To determine the impact of the challenges on the success of the project.
- c) To propose strategies that will help project managers to effectively manage stakeholders on government projects.

4.5.1 Assessing the challenges project managers face in managing stakeholders on government projects.

A. High cost of stakeholder management

Managing stakeholders on government project more times come with a cost. Sometimes some of the stakeholders have to be settled financially which intends affect the project negatively. It was ascertained in this study that even though high cost of managing stakeholders was a challenge on government projects its seriousness was not that high and it was represented in the percentage values of the respondents with majority disagreeing to this cause being 57.1% with a mean score of 2.68.

B. Spontaneous and Casual Stakeholder management practices

The data presented indicated that the respondents did believe that unplanned and causal stakeholder management practices was another challenge being faced by managers of government projects when managing stakeholders. When managing stakeholders on government projects there might be some stakeholders that weren't considered and planned for and the emergent of those stakeholders can affect the execution of the project. But it was ranked the second least among the list of challenges faced by managers of government projects in the course of managing stakeholders'. This was shown by the percentage values with the total respondent disagree and Strongly Disagree accounting for 31.4% and with the mean score below 3.00 which also represent a least cause of poor stakeholder inclusion

C. Lack of appropriate stakeholder planning mechanisms

Again, it was deduce from the data collected from the respondents that, lack of appropriate stakeholder planning mechanisms was another challenged faced by managers of government project in managing stakeholders. It was demonstrated by the percentage values with which 27.5% agree to this statement, 25.7% strongly agree with the total making 55.0%. The mean score of 2.6000 which is less than 3.00 shows that the respondent agrees that it is a serious challenge they face when managing stakeholders on government projects.

D. Communication difficulties/ineffective communication

It was also seen from the data collected that communication difficulties was one of the challenges encountered by managers of government projects when managing stakeholders on the project. The respondents believed that there are not enough tools and modes of communication use for interacting between stakeholders and project managers. This was demonstrated through the percentage values, where majority of the respondents representing 31.4% Agree and 25.7% strongly agree. The mean score also show the rank of this challenge to be the 3rd most serious challenge encountered when managing stakeholders on government projects in that order with a score of 2.3714.

E. Unidentified stakeholders

It is better for every project manager managing a project to identify all stakeholders at the initiation stage but is not so for all cases. There may be some unidentified stakeholders at the start of the project and when they surface in the implementation phase of the project, they can affect the project negatively. It was identified in this study that one of the serious challenges faced by project managers when managing stakeholders is managing

unidentified stakeholders when the surface at the execution stage of the project. This was demonstrated in the percentage values of the data collected from the respondents, where majority of the respondents accounting for 38.6% agree and 27.1% strongly agree which when summed up we have 65.7% as compare to the sum of the percentage of those who disagree and strongly disagree with 20.0% and 14.3% respectively. The mean score of 2.1714 indicated it was rank 2nd as a serious challenge faced by project managers when managing stakeholders on government projects.

F. Limited/poor understanding of issues

Poor understanding of issues by stakeholders was seen as the biggest challenge faced by project managers when managing stakeholders on government project. In a developing country like Ghana, where illiteracy level of most of the citizens are low, it is hard for a project manager who is managing a government project in a community to manage stakeholders when issues arises where the community needs clarification. Analysis from the research reveal that limited or poor understanding of issues was a serious challenge most of the project managers face wen managing stakeholders on government project. This was ascertained from the percentage values, where most of the respondents representing 51.4% strongly agree and 25.7% agreeing to this challenge to be the major challenge being faced by project managers. From the mean score it was ranked 1st on the list of challenges.

4.5.2 Identifying the impact of the challenges on the project.

A. Limits projects content or quality.

It was deduced from this research that, limits project content or quality was an effect on the project as a result of hidden stakeholders that is the inability to identify all

stakeholders'. The best practice when managing projects is to identify all stakeholders at the beginning of the project and gets all their requirements and expectations documented. This will enable the project manager to execute the project to meet those requirement and expectation and in the end the project termed as successful. However, in the case where not all stakeholders are identified at the beginning and those unidentified stakeholders emerge it was likely to limit the quality of the product or deliverable since their inputs were not considered. In the analysis, it was discovered that in addition to those who remain neutral to the issue representing 37.6%, those who strongly agree and agree to the issue demonstrate that, limited project content or quality was one of the effects on government projects as a result of the challenge hidden stakeholders but the effect was seen to be mild on the project. This was determining by the mean score which indicates how severe or mild an effect is on the project. The average score for this effect is 2.9874, indicating mild effects.

B. Misinformation about activities, failed expectations, poor information flow

From the data shown, most respondents believe that, the effects of the challenge communication difficulties was misinformation about activities, failed expectations, and poor information flow. It was deduced from the data collected that stakeholders get misinformation about the work being executed and sometimes information don't get to the intended audience and all this affects the project making the project not meet its expectations. 38.1% of respondents stated that they agreed to this effect being severe, 22.9% strongly agreed. Only 11% of the respondents objected as depicted by the totaling of disagree 5.9%, and strongly disagree 5.1%. In this regard, misinformation about activities was seen to be a severe effect on government projects. Regarding the mean

score indicating the severity of impact ranking, its mean score is the 4th most severe at 2.6564. The goal is to meet the expectations of all stakeholders using their requirements as an input, using the goal as guiding principle for project managers to manage government projects. The results obtained with Olander and Landin (2008) and the results of El Gohary et al. are consistent. (2006).

C. Division among implementers

Deductions from field surveys indicate that another severe effect on government projects is division among implementers due to political differences and conflict. Democracy has brought about people with different opinions and has led to people joining different political parties and these same people are the people that work on government projects. But because of their differences, conflict can arise on the project and cause division among them. This is observed from the field survey as an overwhelming majority of people expressed their strong agreement and agreement which accounted for 33.9% and 36.4% respectively, with a total of 70.3% as compared with those who disagreed with 11.9%. Regarding the average mean score and ranking 2.3457 (3rd Rank), it was identified to be the third ranked effect that affects the implementation of the project.

D. Eats into resources meant for other things

High cost of managing stakeholders was found out to be one of the challenges faced by managers of government projects when managing stakeholders and its effects was that it eats into the financial and other resources meant for the project. In most cases the whole project is estimated and budgeted for before the contract is signed. But here come a case one key stakeholder who has a lot of power on the project wants some kickbacks before

he can give way for the contractor to even start or sometimes during the implementation of the project. This becomes a challenge for the project manager because all the work on the project have been budgeted for and if a stakeholder is collecting part of the budget as a kick back it will then affect the project by eating into the financial resources of the project. The analysis from the research shows that eating into other resources meant for other things, severely affects the project which was shown by most of the respondents representing 34.6% and 36.4%, indicated strongly agree and agree totaling 71%. In addition, it was determined as the second (2nd) severe ranking effect with a mean score of 2.3485 (ranked second high score). From the mean score, the lower the average score, the severe the effect.

E. Affects timing & quality, limits cooperation, difficulty in building consensus, too much burden on project team

This was considered to be the most severe effect on projects as a result of conflicting/varied interests and opinions, beliefs and orientations challenges faced by managers of government project when managing stakeholders. Schedule and quality are two key aspect of projects, that project managers don't joke with but when they face challenges like conflicts and varied opinions it turns to delay the project and/or sometimes affect the quality of the product or deliverable. This was shown by most of the respondents accounting for 55.1% and 26.3% which accounted for a total of 81.4% strongly agreeing and agreeing with this effect to be the most severe effect that affects the project. In addition, the mean score is the least 1.6695, indicating that it was the most severe effect on the implementation of the project and it was ranked first on the list of the effects.

4.5.2 To propose strategies that will help project managers to effectively manage stakeholders on government projects.

In determining the effective method for managing stakeholders on government projects by project managers, supervisors, coordinator and frontline managers, the following content evaluated by respondents in the closed questionnaire shows the following mean scores and percentages. The lowest mean score indicates the best method to deal with helping stakeholders, and the highest score is the lowest way to effectively deal with stakeholders involvement in project planning and execution.

In the rankings from the best approach (lowest mean score) to the good approach (highest mean score), the following were found:

- Stakeholder Identification
- Stakeholder Prioritization
- Stakeholder Communication – Methods:
- Stakeholder Communication – Content:
- Stakeholder Engagement:
- Stakeholder Data Collection:
- Stakeholder Information Reporting
- Stakeholder Relationship Analysis and Improvement

It can be seen from the analysis that to better manage stakeholders on government projects, all stakeholders must first be identified, with an average score of 2.1714. Among the percentage scores, the majority represents 69.5% and 24.6%. Strongly agree with this method.

This is followed by prioritizing the stakeholders. This is because all stakeholders are not the same some have more power and interest on a project than others. This means it be better for managers of government projects to prioritize the stakeholders they identify so they can better manage them, with a mean score of 2.3429. In addition, the percentage score is 44.9% of Agree, and Strongly Agree with 33.9%, accounting for 78.8% of the total percentage.

Another strategy determined by the respondents to improve stakeholder management in government project is determining the communication method for each of the stakeholder. Every stakeholder on a project have a way they will want the managers of the project to communicate with. It's the responsibility of the project manager to determine the communication methods of all stakeholders that will help improve stakeholder management on the project, with a mean score of 2.4000. From the percentage score, the highest number of consents was expressed, accounting for 46.6%, while strongly agreeing with 27.1% making a total of 73.7 as compared with the other scores.

In addition, the respondents identified that to improve stakeholder management on government projects, the information need of every stakeholder have to be determined in order to meet that requirement by the project managers, with an average score of 2.4571. In terms of percentage score most people who Agree and Strongly Agree made up 35.6% and 19.5% respectively making up a total of 55.1% as compared to 23.7% in total for those who remained Neutral.

They continued to demonstrate that to improve stakeholder management on government project then, the managers of the project have to engage all stakeholders and collect all

their requirements in order to meet them. For a project to be termed successful it has meet the expectation and requirements of the stakeholders. Both stakeholder engagement and data collection had a mean score of 2.4857 and 2.6000 respectively

Finally, stakeholder information reporting and analyzing of the relationship between stakeholders and managers of project were seen to be another strategy that will help manage stakeholders on government projects. For a project to be successful, managers of the project have to communicate the right information to the right stakeholders at the right time in the right format. Also in the course of implementation of the project, managers have to analyze and evaluate the relationship between them and the stakeholders to see if the relationship is still strong. On government projects where chief executive officers and ministers and presidents can be changed, the managers of the government project have to analyze the relationship with the new officials of the new government to bring them on his side in order to make the project a successful one. Both had an average score of 2.6857 and 2.8571 respectively depicting that both strategies will help improve stakeholder management on government projects.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter looks at the study summary based on the results identified in the analysis by carefully evaluating the objectives. It further draws the conclusions of the study and provides recommendations for addressing the challenges faced by managers of government projects in managing stakeholders.

5.1.1 Summary

The results of the study show that there are different challenges faced by managers who manage government projects in managing stakeholders. Different strategies for improving how stakeholders are being managed on government projects were identified and the effects of the challenges on the project. These questions were identified by careful analysis of the questionnaires received; coding, processes, and studies using statistics obtained from the Social Sciences Package (SPSS). Frequency values, percentage values, and average scores were used in the study to present the results. In addition, tables were used to present data.

First, the socio-demographic profile of the respondents was determined through research to determine the gender, position of respondents, and experience of the respondents used in the study. The following were determined:

- There were more men than women managing government projects.
- Position of respondents were classified into project managers, project engineers supervisors, coordinators and frontline project staffs. The position of the respondent was

determined to be the majority of the respondents as project managers (57.1%), project engineers, supervisor, coordinators (28.6%), and the frontline project staffs 14.3%.

Most of these respondents have managed government projects for some years ranging from 5-9 years (42.9%), 10-14 years (20.0%), more than 14 years also accounting for 20.0% and less than 5 years representing 17.1%

On the type of government project that the respondents are managing, 28.6% of the respondents were managing or have managed hospital projects, 25.7% of the respondents were managing or had managed road projects, while 12.5% each of the respondents are managing or have managed housing and market projects and the rest were managing factories being constructed by both government and private organizations.

This information was important to understand the nature of respondents involved in the research/study and their understanding of the research.

Regarding the challenges managers face when managing stakeholders' on government, the following were identified;

- Limited/poor understanding of issues was the most serious challenge faced by managers when managing stakeholders on governments' project with a mean score of 1.7714. The percentage score of strongly agree with 51.4% and Agree with 25.7%.
- Communication difficulties or ineffective communication was seen as the second most serious challenge faced by managers of government projects when managing government projects

With respect to the goal of finding the effects and severity each challenge have on the project, it was ascertained that challenges like conflicting interest and opinions resulted in delays and production of poor quality deliverables, while the challenge of high cost stakeholder management resulted in some of the financial resources eating into other things rather than into the activities of the project.

Regarding the goal of finding effective strategies for managing stakeholders on government projects identifying and prioritizing stakeholders was considered to be the first strategy to be adopted by managers of government projects followed by the identification of the effective communication method that will be appropriate in managing government projects as well as identifying the information needs of each stakeholder and reporting the right information at the right time and in the right format. Finally analyzing the relationship between stakeholders and managers of project was seen as another strategy that will help improve stakeholder management on government projects.

5.2 Conclusion

Barron and Barron (2009) argue that projects are successful when they meet and exceed the goals of the stakeholders. Stakeholders are also a driving force in government projects because they play a key role in every phase of the project's life, especially in terms of goals, project design and the expected outcomes at each stage of the project's life. The importance of these stakeholders during government projects cannot be ignored, so they need to be effectively managed in order to meet their expectations and requirements which in turn would be make the project be termed as a successful one. In this study, a

number of managers of government projects were identified through the primary data, which were; project managers, project engineers/supervisors/coordinators and other frontline managers managing government projects. These managers classification made know that they face several challenges when they are managing government projects. Respondents pointed out that the main challenges they encounter are limited understanding of issues, unidentified stakeholders, communication difficulties/ineffective communication, lack of appropriate stakeholder planning mechanisms, spontaneous and causal stakeholder management practices, high cost of stakeholder management and narrow consideration of stakeholders.

These show that there are challenges in managing stakeholders on government projects, but some of the challenges are more serious than others in the analysis.

Regarding effective strategies for improving stakeholder management on government projects, it was ascertained in the highest to lowest in the following order: identifying stakeholders, prioritizing stakeholders, identifying communication method and contents of each of the stakeholders, engaging stakeholders frequently, reporting information to stakeholders and analyzing relationship between stakeholders.

Therefore, it can be concluded that there are several challenges faced by managers of government projects when managing stakeholders, which are mainly, Limited/poor understanding of issues and communication difficulties/ineffective communication. In addition, the best strategy for managing stakeholders was seen as identifying and prioritizing all stakeholders.

5.3 Recommendations

Based on the findings, the researchers hope to recommend the following to help effectively manage stakeholders on government projects.

To ensure improved stakeholder management, it was suggested that there is the need to educate all stakeholders on the project and clear communication from the beginning to ensure better understanding among all stakeholders.

Effective stakeholder involvement and management should be given priority right from project design, and project designers should make sure there is adequate budgetary provision for that.

There is the need to build stronger collaborative relationship through continuous engagement and information sharing as well as harmonization of stakeholder plans at all levels of National development; for instance composite budgeting by the District Assemblies.

Also there is a need to have separate organizational units entrusted with the complex task of stakeholder management. Participatory planning with full commitment from all key actors especially from public authorities and donors, effective management of stakeholder expectations and formalization of expectations and other terms are necessary and should be done by putting them into Memorandum of Understanding (MOU), in other words there should be clear cut relationships and expectations. It should be a process that permits the entire project development through to implementation and evaluation.

All stakeholders should always look at the holistic development or the bigger picture projects are designed to bring and avoid seeking individual or personal gains as the reasons for their participation in project implementation.

Last but not the least, all relevant stakeholders should always be identified from project inception and all partnering, collaborative and other terms well explained to all stakeholders at all levels.

5.4 Suggestions for future research

Future research can extensively explore the challenges faced by project managers in managing stakeholders policies and programmes being implemented by the government in Ghana.

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APPENDICES

Questionnaire

Stakeholder management is very key to the work of project management particularly to government agencies in the construction sector mainly because their work affects and is in turn affected by many stakeholders whose interests and needs are potentially conflicting thereby posing some challenges to successful project management. This tool is therefore designed and used to collect data that brought out the real challenges of stakeholder management and how they impact on project management with regards to government projects in the Ashanti Region in Ghana.

SECTION A: PERSONAL INFORMATION

1	Gender	Male <input type="checkbox"/>	Female <input type="checkbox"/>			
2	Your position/role	Project Manager <input type="checkbox"/>	Project Engineer/Coordinator /Supervisor <input type="checkbox"/>	Other <input type="checkbox"/>		
3	Your experience	Less than 5 years <input type="checkbox"/>	5 – 9 years <input type="checkbox"/>	10 –14 years <input type="checkbox"/>	More than 14 years <input type="checkbox"/>	
4	Major type of project involved	Hospital <input type="checkbox"/>	Roads <input type="checkbox"/>	Housing <input type="checkbox"/>	Markets <input type="checkbox"/>	Factories <input type="checkbox"/>

5. Is there a unit on your that is responsible for stakeholder management (managing relationships and communications)? Yes No

6. Who performs the stakeholder management function on your project?

a. Project Manager b. All team members d. Other (specify).....

SECTION A; CHALLENGES OF STAKEHOLDER MANAGEMENT;

Based on your experience in the management of government projects, please give feedback to the following questions as indicated in the tables below.

Challenges	1	2	3	4	5
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Unidentified stakeholders					
Limited/poor understanding of issues					
High cost of stakeholder management					
Communication difficulties/ineffective communication					
Narrow consideration of stakeholders					
Spontaneous and Casual Stakeholder management practices					
Lack of appropriate stakeholder planning mechanisms					

SECTION B: EFFECTS OF THE CHALLENGES ON PROJECT MANAGEMENT

Based on your experience in the management of government projects, please give feedback to the following questions as indicated in the tables below.

Effects	1	2	3	4	5
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Affects timing & quality, limits cooperation, difficulty in building consensus, too much burden on project team					
Misinformation & wrong interpretation, impeded implementation					
Eats into resources meant for other things					
Implementation and objectives, poor participation					
Failure to achieve set targets					
Conflict, diversion of project resources					
Misinformation about activities, failed expectations, poor information flow					

SECTION C: STRATEGIES FOR EFFECTIVE MANAGEMENT OF STAKEHOLDERS

Based on your experience in the management of government projects, please give feedback to the following questions as indicated in the tables below.

Strategies for Improvement	1	2	3	4	5
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Stakeholder Identification					
Stakeholder Prioritization					
Stakeholder Communication – Methods:					
Stakeholder Communication – Content:					
Stakeholder Engagement:					
Stakeholder Data Collection:					
Stakeholder Information Reporting					
Stakeholder Relationship Analysis and Improvement					

