



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

**EXAMINING STAKEHOLDERS' ENGAGEMENT IN PROJECT
IMPLEMENTATION: THE CASE OF INTEGRATED AGRO
INDUSTRY PARK (IAIP), AMHARA REGION, ETHIOPIA**

BY:

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JUNE 2022

ADDIS ABABA

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ADDIS ABABA

APPROVAL

As members of the Board of Examiners, certify that they have read and hereby recommend to St. Mary University College of postgraduate studies to accept the thesis submitted by *Ms. Haregewoin Gochel* and entitled “*Examining Stakeholders Engagement in Project Implementation: The Case of Integrated Agro Industry Park (IAIP), Amhara Region, Ethiopia*”, in partial fulfillment of the requirements for the award of a Master of Science Degree in Project Management.

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DECLARATION

I hereby declare that this thesis entitled “*Examining Stakeholders Engagement in Project Implementation: The Case of Integrated Agro Industry Park (IAIP), Amhara Region, Ethiopia*”, has been carried out by me under the guidance and supervision of *Mr. Yilkal Wassie (Asst. Prof.)*.

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

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June, 2022

CERTIFICATE

This is to certify that the thesis entitles “*Examining Stakeholders Engagement in Project Implementation: The Case of Integrated Agro Industry Park (IAIP), Amhara Region, Ethiopia*”, submitted to St. Mary’s University for the award of the Degree of Masters of Science in Project Management is a record of original and real research work carried out by *Ms. Haregewoin Gochel*, under my guidance and supervision.

Therefore, I hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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Signature

Mr. Yilkal Wassie (Asst. Prof.)

June, 2022

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Abbreviations

IAIPs – Integrated-Agro Industry Parks

UN – United Nations

NGO – Non-Government Organization

RTCs – Rural Transformation Center

IPDC – Industrial Parks Development Corporation

RIPDC- Regional Industrial Parks Development Corporation

ACPZ- Agro-Commodity Procurement Zone

MOI - Ministry of Industry

Abstract

This study examines the stakeholder's engagement in project implementation in the case of Integrated Agro-Industry Park (IAIP) initiative in Amhara Region, Ethiopia. A mixed research approach has been followed mainly using a qualitative analysis with some supportive quantitative data analysis from primary and secondary sources. 24 stakeholders were sampled to understand stakeholder's desired and current engagement using a stakeholder's assessment matrix and an additional of 51 stakeholders were included in the study to collect further detail through questionnaires. The result clearly demonstrates that the engagement of stakeholders in the pre-feasibility assessment practice of IAIP initiative was very restricted to some sectors and minimal while a large number of key stakeholders has not been aware of the presence of pre-feasibility assessment. The study also found that there is a gap in the desired and current level of stakeholders' engagement where most key stakeholders from the agricultural sector, cooperatives agency and unions, potential investors and investors signed agreement with the RIPDC falls under unaware, resistant and neutral categories although the desired level of their engagement is to be supportive of leading the initiative. Apart from these, the major strengths stakeholders' engagement in the implementation of IAIP project in the region are identified to be the presence of well documented stakeholders list to engage them in the implementation process while the observed key weakness is the lack of clearly designed stakeholder's engagement plan. In line with these, it is recommended there should be a peer to peer discussion programs with key stakeholders considering the current status of stakeholder engagement; and prepare a clear and participatory stakeholders' engagement plan considering the multi-stakeholders demand of the IAIP initiative.

Key Works: IAIP, Stakeholders, engagement, Assessment Matrix, Agro-Industries, Project

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Chapter One

Introduction

1.1 Background of the Study

Agriculture is the key driver of Ethiopia's long-term growth and food security. The sector directly supports 85% of the population, contribute the largest proportion in the GDP and about 90% of the export value apart from its wide-reaching contribution in employment. In consideration of its potential and derive economic transformation through the sector, the Ethiopian government started a platform for the establishment of Integrated Agro-Industrial Parks (IAIPs). The initiative is expected to commercialize the agricultural sector and boost the agro-industry sector. It has been under implementation with a project model which integrate various value chain components via the cluster approach where fresh farm feed from the Rural Transformation Centers (RTCs) will be transported to IAIPs where the processing, management and distribution activities takes place (Mahindra, 2018).

The realization of the initiative from feasibility assessment to planning and operation needs the engagement of many stakeholders apart from the Industrial Parks Corporation at federal and regional level which is primary unit responsible for developing and operationalization of the IAIPs. Stakeholder engagement involves identifying, planning, and implementing actions to influence key stakeholder groups. Hence, a stakeholder includes both sides, persons or group of persons who are affected directly or indirectly by a project or affecting the project performances. In the field of project management, a stakeholder is an individual and/or organization having an interest in the success of a project. Project stakeholder management includes the processes required to identify the people, groups or organization that could impact or be impacted by the project (Prodan & Fanjul, 2011; Mahindra, 2018) Participation or engagement of stakeholders in planning, implementation, monitoring and evaluation of projects and programs is an effective tool in promoting greater transparency

and accountability in development governance (Aaltonen, Kujala & Oijala, 2008); Prodan & Fanjul, 2011. In the IAIP initiative to develop an agro-food park, increased engagement of stakeholders in the implementation process would create an enabling environment for the them to set their own targets, support them to meet the targets and build their capacities.

Recent development and studies in stakeholders engagement indicated that project or program implementation success and effectiveness is linked to stakeholder proper engagement. Hence, identifying stakeholders at the beginning of the projects, recognizing and managing their needs and expectations will contribute to the creation of a suitable environment and be catalyst for success. Evidences shows that projects which neglected the proactive planning and management of stakeholder's requirements suffered from waste in time and resources and many issues that appear as a result of poor planning, and the lessons learned from it (WB, 2021; Alqaisi, 2018; Ndengwa, 2015).

Overall, the IAIP development project implementation platform needs to involve multi-stakeholders including government counterparts, contractors, project affected communities, smallholder farmers, commodity aggregators and suppliers, IAIP agro processing enterprises, unions and small-scale service providing enterprises. Devising appropriate mechanism to engage these stakeholder leads to synergy of efforts and success of the IAIP initiative in general and the one implemented in Amhara National Regional State in Particular. Therefore, this study has been initiated with the aim of examining stakeholder's engagement in the implementation of IAIP development project using evidences from Amhara National Regional State and specifically known by the name Bure IAIP found in the south western agro-processing development zone of the region.

1.2 Background Information of the IAIP Project

Ethiopian economy is largely dependent on agriculture. The country achieved an average economic growth rate of 9.4% a year from 2010/11 to 2019/20 where agriculture still plays a pivotal role (WB, 2021). The government has launched a new 10-year perspective plan which run from 2020/21- 2029/30 aiming to sustain economic growth achieved under the Growth and Transformation Plan while giving more emphasis for private sector involvement, among others agro-industrial development is given due emphasis. In this respect, Integrated Agro-Industrial Parks (IAIPs) and associated infrastructures of Rural Transformation Centres (RTCs) are considered as a vehicle for the structural transformation of the Ethiopian economy through the commercialization of the agricultural sector (MOTI, 2018, Mahindra, 2018).

Integrated Agro-Industrial Parks has a primary aim of devising a world class agro-ecosystem where farmers, growers, processors, marketing institutions, exporters, research institutions, government, academic institutions, industrial bodies, are engaged seamlessly for sustainable agro-business development. IAIP can be seen as the application of industrial ecology in the agro-sector by arranging processing and production facilities, industry specific infrastructures, social infrastructures like housing, schooling, health facilities, training centres and service providing centres in one site (Mahindra, 2018)

In achieving the objectives of better employment creation, forging exchange earning, agro-processing development and agro-commercialization Ministry of Industry (MOI) and federal and regional Industrial Park Development Corporations (IPDCs) has been constructing four pilot IAIPs in Bure (Amhara Region), Bulbula (Oromia Region) , Yirgalem (Sidama Region) and Baker (Tigray Region) and started operation very recently while several investors are

already registered and some have started operation while others are undertaking construction of factory shades/buildings in the park (MOI, 2022).

Table 1: IAIPs and RTCs under construction in Amhara region (Bure IAIP ACPZ)

IAIP	RTC Under Construction	Remark
Bure IAIP in Amhara	7	<ul style="list-style-type: none"> • 20 projects currently signed agreements • 1 currently operating and started production with soybean input (Protein powder and edible oil) • 3 projects in under construction of factory

Source: MOI progress report on the IAIP projects, 2022

In the year 2018, Bure IAIP in Amhara region has a proposed total area to developed 1000 hectare at full capacity while the first phase, about 260.58 hectare of land, is currently developed and open for investors. Currently, as of March 2022, 20 investment projects have signed memorandum of understanding with the regional IPDC to work in Bure IAIP while 1 investment project started operation, production and started exporting with a share of 85% of its produce of protein powder and edible oil from soybean. Hence, different governmental organizations, project affected communities, investment companies, small holder farmers, unions, commodity aggregators and private enterprises are expected to be involved in the implementation process where engagement of government offices form customary, trade and marketing facilitation and service providers like banks in one stop shop services and directly in the implementation and across the value chain would have a multidimensional effect which need to be studies effectively for to devise appropriate strategies for interventions and better coordination (Amhara RIPDC, 2022).

1.3 Statement of the Problem

Development project initiatives like IAIP are known for their multi stakeholder engagement and participation from planning, implementation to monitoring and evaluation activities. In

general sense, stakeholder engagement in projects have been long recognized and promoted worldwide by governments, NGOs, UN and the World Bank. Moreover, this has also been outlined in UN declaration for Human Rights of 1948 by emphasizing on the participation of people in all segment during decision making as a right. Stakeholder participation has been the term of any development initiative for over 50, though this term and efforts are being in plague by Criticism, there has been an assentation that, policy are formulated and will be practical only if they are locally accepted hence sustainability will be achieved (WB, 2021). In most case the community and stakeholders are only viewed as beneficiary and hurdle in implementing the project which limits the engagement of stakeholders and gains from their participation (Peter et al., 2015). This needs to be clearly understood through a deeper study on identifying stakeholders and their level of engagement in project implementation.

Accordingly, Green hall and Revere (1999) clearly stated that most of implementing partners find difficulties where the involvement of communities and other stakeholders are present as they have little competence and capacities as well as illiterate in running the project. On the other hand, Karl (2000) view local people engagement in development intervention will achieve their objective if the targeted group or affected population will be included in the social change process. In spite of the fact that, some studies such as the one done by Hodgkin et al., (1994) and Tiffow (2013) have argued that for projects sustainability multi-dimension factors should be considered including the socio-cultural, economic and conducive environment as well as the involvement of stakeholders which play a major role which demands more clear understanding.

In most and recent studies (Bal, 2013) and (Ndengwa, 2015) reveal that, there has been ever increased project success due to a well design stakeholder participation. Both studies

conclude that stakeholder participation contribute to sustainability of donor funded project though their description and explanation were insufficient in exploring how participation employed by different stakeholder contributes to project sustainability. In view of this, the IAIP based on the 2018 Mahindra's feasibility study which has been considered as a multi donor project and initiative is reported to involve different stakeholders although key challenges are currently observed in the engagement of stakeholders for IAIP operation and implementation which are clearly slowed down the implementation phase not to achieve the target within a short and planed period of time. This clearly pointed out the need for in-depth analysis of current stakeholders, level of engagement, challenges and opportunities to appropriately respond to existing situation.

1.4 Research Questions

- What roles has been played by Stakeholders during the pre – feasibility assessment of IAIP initiative?
- To what extent stakeholders are engaged in the implementation of IAIP initiative?
- What is strength and weakness of stakeholder's engagement in planning and implementation of the IAIP project?

1.5 Research Objectives

1.5.1 General Objective

The overall objective of the study is to examine the Stakeholders' Engagement in Project Implementation in the case of Integrated Agro-Industry Park (IAIP) initiative in Amhara Region, Ethiopia.

1.5.2. Specific Objectives

- To assess the role played by stakeholders in the pre-feasibility assessments of IAIP initiatives

- To examine the level of stakeholder's engagement in the implementation of IAIP project in the Amhara region.
- To identify the key strengths and weakness of stakeholders' engagement in the IAIP project.

1.6 Scope of the Study

The study is designed to have conceptual, geographical, methodological, and temporal scope. Although there are several ways of conceptualizing stakeholders' engagement, this paper concentrates on the stakeholder's assessment in the IAIP project with a matrix that helps to document desired and monitor actual engagement levels of stakeholders as suggested by the PMBOK 6th Edition classifying desired and actual engagement level as unaware, resistant, neutral, supportive and leading stakeholders. Hence, the study able to identify stakeholder's engagement in prefeasibility and implementation of IAIP project as well as identify the challenges in stakeholder's engagement with an added thematic area to be examined.

Spatially, the study is delimited to the IAIP project of Amhara region which is developed as a pilot project among 17 identified national Agro-processing industries development zones identified by the Ministry of Industry and Trade in the reay 2018. The IAIP is found in Bure Town ad its network (the Agro-Commodities Procurement Zone) is expected to cover the South Western Amhara including Awi, east and West Gojjam Zones of the regional state. Moreover, methodologically, the study uses mixed research approach of both qualitative and some quantitative methods although it is more of a qualitative research because it undergoes analysis of qualitative statements from stakeholders and custodian of IAIP project i.e. Amhara National Regional State Industrial Pars Development Corporation. Overall, the issues at hand issues has been assessed using a cross sectional collected data from regional

RIPDC and Stakeholders as well as pre-documented evidences on the initiative in the year 2022.

1.7 Limitation of the Study

The study has not been done without any limitation, in this regard this study has been limited in accessing sufficient information as a result of turnover in individuals involved as focal persons from stakeholders which could have its-own bearing in the final result. Apart from this, the study would have been better if capacity allows o cover the cases from all pilot project of IAIP initiative in the country so as to give a better impression.

1.8 Significance of the Study

Effective stakeholder’s management and engagement is crucial to ensure project success which is a serious problem in most of the development initiatives. Hence, the study would have importance for implementing institution and key stakeholders who wishes to effectively develop the IAIP initiative as a pilot for agro-processing industrial development in the country.

The outcome of this study is believed to have wide variety of significant for different stakeholders of IAIP development initiative as indicated in the Table below based on each group of stakeholders.

Table 2: Significance of the study

Stakeholder	Expected significance of the study
IAIP Implementing Organization	Helps them in understanding the tradeoff between desired current level of stakeholders’ engagement
Key Government Stakeholders	Highlights the development of IAIP initiative and evaluate their level of engagement against targets so as to act accordingly
Partners and Donors	Enable them to understand the participation of key stakeholders in the development of IAIP

Stakeholder	Expected significance of the study
Project Affected Community	It helps them to express how stakeholder's engagement captures the interest of the community
Potential investors	Enable potentials investors to identified who will be involved in the development of the IAIP project
Investors Signed Agreement	Enables them to understand the list of available stakeholders with their level of engagement in supporting the IAIP development.
Unions	Provides a detail to act accordingly and use available opportunities for their development.
Bure IAIP Operational enterprises	Enable them to evaluate the level of stakeholders' engagement so as to support the development of IAIP

1.9 Organization of the Study

The research paper is organized into five chapters. The first chapter deals with background of the study, statements of the problem, basic research questions, objectives, significance, scope and organization of the research paper presented in the above sessions. The second chapter presents the operational definition of terms, review of theoretical literature, related empirical literatures regarding to the research area and conceptual framework of the study. The third chapter outlines research methodologies that consists study design, study population, sampling technique, sampling size, data collection instruments and data analysis. Chapter four on the other hand deal with the presentation, analysis, and interpretation of the findings, while the last one, chapter five, presents the summary, conclusion, and recommendation of the study.

Chapter Two

Review of Related Literature

This chapter deals with the available literature regarding the subject matter at hand. Mainly, it includes sessions dedicated to basic definition and concepts used in the study, the theoretical literature review to identify theories related to stakeholder's engagement in development projects, empirical literature Review and conceptual framework of the study.

2.1 Concept and Definitions

The study deals with a pilot project in the area of agro-processing industrial development with specific reference to the stakeholder's engagement.

Project:

Stakeholders: The concept of stakeholders is very wide which is defined in different ways by different stakeholders. Stakeholders are people/ community who may directly or indirectly, positively or negatively affect or be affected by the outcome of the project or program. Those people may be Primary stakeholder and Secondary stakeholder. Primary stakeholder, are the beneficiary of development, intervention or those directly affected by it. Secondary stakeholder, are those who influence a development intervention or are indirectly affected by it (ADB, 2000).

Stakeholder has also been defined as any group or individual that can affect or is affected by the achievement of corporation or purpose (Freeman, 1984). In response to the explored study the most appropriate definition is, Project stakeholders who are viewed as individual or organization who are actively involved in project and whose interest are affected by the execution of the project or completion of it (PMI, 2000). This is because the definition is more comprehensive than other and considers the period after project completion. Hence, in our case of IAIP development project a number of stakeholders including government agencies, development partners, NGOs, project affected community, farmers, unions,

cooperatives, investors, construction companies, Micro and small enterprises and others involve across the value chain and development processes.

Stakeholders Engagement: It is very hard to think of a project without stakeholders. But the number and involvement of stakeholders vary greatly among the different types of projects to be undertaken which could partly depend on the sector in which they involve. For instance, a small software development project, for instance, might only have a few stakeholders while a large mega-project like construction of infrastructure like IAIP, can involve a huge number of individual stakeholders and groups of stakeholders. Irrespective of the size of the project, managing a project's relationship with stakeholders is crucial to ensure project success. This is especially true for influential and interested stakeholders (Project-Management.info, 2022). Stakeholder engagement is a necessary but not sufficient condition for organizations to become 'good' or 'great' social performers, particularly due to the contribution that this process can make to positive and material changes in the organization's organizational behavior and internal structure. Stakeholder engagement is an iterative process where learning from action should be continually fed back to improve that action (Jeffery, 2009).

Stakeholders Engagement Matrix: although it has been defined in many different ways a stakeholder's engagement assessment matrix is a model which a project manager uses to judge stakeholders' current level of engagement with a project (PMI). The Stakeholder Engagement Assessment Matrix is a simple yet powerful project management technique to document desired and monitor actual engagement levels of stakeholders. It helps identify potential gaps in the involvement of stakeholders. The stakeholder engagement assessment matrix basically consists of several rows, each of them representing one stakeholder (or a

group of homogenous stakeholders, if applicable). The columns indicate the level of engagement.

Integrated Agro-Industrial parks (IAIPs): the IAIP is to integrate various value chain components via the cluster approach. Fresh farm feed and agricultural produce from Rural Transformation Centers will be transported to IAIP where the processing, management, and distributing (including exporting) activities will take place (Mahindra, 2018).

Rural Transformation Centers (RTCs): RTC is an integral part of Agro Commodity Procurement Zone (ACPZ) and would primarily serve as an aggregation point of the IAIP and will act as backward integration of the IAIP ensuring the required quality and quantity of raw material (Mahindra, 2018).

2.1.1 Stakeholders of IAIP Development Project

The development and conceptualization of Integrated Agro Industrial Parks is by its nature a multi stakeholder project which involves farm household, project affected community, value and supply chain actors, service providers, government institutions, associations like unions and cooperatives, agro-processors/ enterprises or investors working in the IAIP and potential investors in the IAIP/RTCs. Based on the initial feasibility assessment of Bure IAIP undertaken by Mahindra in 2018 and latter updated by the Ministry of Trade and Industry (MoTI) and the Regional Industrial Parks Development Corporation (RIPDC), the major stakeholders are identified and their interest and their role are briefly explained in the Table.

Table 3: Stakeholders of IAIP Development Project

Stakeholder Category	List of stakeholders and their role and interest
IAIP Implementing Organization	The direct implementer of the project with their hierarchy includes Ministry of Industry (MoI), Amhara National Regional State Industrial Parks’ Development Corporation and Bure IAIP Administration . Their role and interest include

Stakeholder Category	List of stakeholders and their role and interest
<p>Key Government Stakeholders</p>	<p>construction of IAIP facilities, leasing and administration of the park.</p> <p>IAIP initiative involves may key government stakeholders including:</p> <p>Regional Industry and Investment Bureau and Ethiopian Investment Commission: Both institutions have interest and the role of undertaking investment attraction, investment promotion and administration of One Stop Shop (OSS) services (customers, licensing and taxation, work permit and supporting services like electricity, telecom, etc.) for the IAIP investors:</p> <p>Bureau of Agriculture and Bureau of livestock resources development: provide agricultural mechanization services for smallholder and commercial farms to enable the development of sustainable value chain for uninterrupted supply of raw material for agro-processors in the IAIP.</p> <p>Regional Cooperatives promotion Agency: supports and develop cooperatives and unions to involve in the aggregation of raw materials and or agri-inputs in the RTCs and supply quality raw material to the IAIP as a supply chain actor.</p> <p>Bureau of Labour and Training: works to supply agroindustry skill labour demand by identifying key area that need intervention through short- and long-term trainings.</p> <p>Bureau of Revenue and Ethiopia Customs Authority north western Branch: facilitate tax and customs services for enterprises operating in Bure IAIP and RTCs in the OSS.</p> <p>Universities, TVTEs and PTCs (10): with their industry university linkage packages support innovation, research and technological development in the IAIP apart from supplying skilled labor force targeting the industry labour demand.</p> <p>Regional Administration (President Office): Leads the overall coordination of sectors as a leader of the Regional Project Steering Committee</p>

Stakeholder Category	List of stakeholders and their role and interest
	<p>Bureau of Finance: supporting project administration, financing and budget allocation for actors. Attracting donors to support IAIP initiative.</p> <p>Bureau of trade and market development: facilitate the market, value and supply chain of raw materials for agro-processors in the IAIP, products trading and facilitate easy trade licensing among enterprises that would start business related to IAIP.</p> <p>Agricultural Transformation Agency: identify agri-products demanded by the IAIP of Bure for agricultural technical support to enhance production and productivity of crops, vegetables, fruits, dairy products and meat products to improve sustainable supply of inputs for agro-industries in the IAIP.</p> <p>Agricultural Research Institutes (4): have a role of developing improved varieties for better production among farmers and improved supply of agro-products to the IAIP processors. (Adet Agricultural research center, Andasa, Amhara agricultural Research Institute, etc).</p>
Partners and Donors	<p>The partners and donors of IAIP development project are coordinated under the (PROSEAD coordination platform mainly coordinated by United Nations Industrial Development Organization (UNIDO). The platform has five components and each donor has its own role, area of work and support identified during the implementation of the project as clearly described below.</p> <p>Component 1: Park-related infrastructure development (co-funded by European Union (EU), African Development Bank (AfDB) and Korean Exim Bank through the IAIP-SP project.</p> <p>Component 2: facilitate Access to finance (co-funded by EU, EIB and implemented by IFAD through the RUFIP project.</p>

Stakeholder Category	List of stakeholders and their role and interest
	<p>Component 3: Value chain development (co-funded by EU, The Netherlands and Denmark and implemented by the Agricultural Transformation Agency (ATA).</p> <p>Component 4: Skill development (co-funded by EU and BMZ through the STEP project and implemented by GiZ).</p> <p>Component 5: Coordination and agro-industrial governance (co-funded by EU and AICS and implemented by UNIDO).</p>
<p>Project Affected Community</p>	<p>There is about 531 project affected households as a result of Bure IAIP and related RTCs infrastructure development and facility development activities of the project which are affected negatively and demands mostly rehabilitation and sustainable job creation specially for youth and unemployed family members. On the other hand, the Dwellers of Bure Town could also be taken as project affected community in a more positive way where their main interest is the development of the parks and employment of local people.</p>
<p>Potential Investors</p>	<p>As a mandated organization the industry and investment bureau in collaboration with the regional IPDC identified 34 potential investors that would have interest in investing the in e IAIP. While their main role is to invest in the park their interest is getting land for investment and better facilities for agro-industrial development.</p>
<p>Investors Signed Agreement, Operational and under construction in Bure IAIP</p>	<p>There are currently 20 IAIP investors and or projects that which are operational, construction and preconstruction phase, and that signed agreement with the RIPDC to work in the IAIP. Their main role is to process agro-products for export and domestic market while their interest is to have a full facility in the IAIP and efficient OSS service.</p> <ol style="list-style-type: none"> 1. Richland Biochemical Production PLC for processing Soya Bean 2. Richland Biochemical Production PLC for processing Maize 3. Bahir Dar Agro Processing for processing Maize

Stakeholder Category	List of stakeholders and their role and interest
	<ol style="list-style-type: none"> 4. Yoseph Tomato Processing for processing Tomato 5. Metadel Assefa for processing Avocado 6. Zelalem Kebede for processing Wheat 7. Dandini Trading PLC for processing Soya Bean 8. Yaregal Dereje for processing Cereals 9. WSB PLC for processing Milk 10. Hanen agro-Processing PLC for processing Teff 11. Hanen agro-Processing PLC for processing Meat/Live Animals 12. Sun Set Trading PLC for processing Tomato 13. Enyew Almu for processing potato 14. Hanen agro-Processing PLC for processing potato 15. Mequanint Esubalew for processing Maize 16. GATEGONE for processing Red Pepper, chickpea, lentils, beans, peas etc... 17. AS Trading for processing Red Pepper, chickpea, lentils, beans, peas etc... 18. Damot Union for processing Maize 19. Adane Taye for processing Milk, soyabean, maize, potato 20. Lal Honey processing plc for processing Honey
Unions	<p>In the Bure IAIP Agro Commodity Procurement Zone (ACPZ) which include three administrative zones there are about 6 unions portioning in the area of crop and cereals, fruits and vegetables, and dairy products. They are basically interested in the aggregation of raw products from the farmers and creating linkage with agro-processors in Bure IAIP as a supply chain actor. The list includes:</p> <ol style="list-style-type: none"> 1. Damot Multipurpose Farmers Cooperatives union 2. Gozamin Multipurpose Farmers Cooperatives union 3. Motta Multipurpose Farmers Cooperatives union 4. Merkeb Multipurpose Farmers Cooperatives union 5. Zengena Irrigation Farmers Cooperatives union 6. Koga Irrigation Farmers Cooperatives union

2.2 Theoretical Literature Review

The literature in the project management and stakeholder's participation, engagement and analysis provide a wide range of theoretical foundation to explain stakeholder engagement and understanding their level of engagement. Among the many, two of them to be inferred for the study as presented in the sections below.

2.2.1 Skinner's Operant Conditioning Theory

Skinner (1938) designed a theory called Skinner's Operant Conditioning Theory, it conceptualizes that while behavior which is reinforced tends to be repeated or strengthened, behavior which is not reinforced tends to die out, be extinguished or weakened. Skinner studied operant conditioning by conducting experiments using animals which he placed in a 'Skinner Box'. Skinner's theory of operant conditioning further states that the process does not require repeated efforts, but is instead an immediate reaction to a familiar stimulus. The theory indicates that reinforcers in any intervention can be positive or negative and both are used to strengthen behavior. The theory clearly indicates that unlike animals, human beings often respond to verbal operant by taking advice, listening to the warnings of others and obeying given rules and law even without having personally experienced any negative consequences from disobeying. The knowledge of what could happen if certain behaviors are chosen can be enough to keep us from acting in certain ways which could be linked to stakeholder's behavior and action.

The term operant conditioning means roughly changing of behavior by the use of reinforcement which is given after the desired response. Skinner identified three types of responses that can follow behavior. The theory is applicable to the study since behavior modification can be carried out in the stakeholders of IAIP projects to suit the study recommendations. Behavior modification comprises changing environmental events that are

related to a person's behavior. It can be carried out by way of giving positive reinforcement in behavior modification through providing compliments, approval, encouragement, and affirmation stakeholders so that all stakeholders are involved in decision making.

2.2.2 Treseder's Degree of Participation

Phil Treseder in 1997 postulates a theory that uses five degrees of participation that have no hierarchy of involvement. The type of involvement or engagement is dependent on the wishes of stakeholders, the context, stakeholder's developmental stages and the nature of the organization among others. Under this theoretical model, stakeholders are informed; sponsors decide the project and stakeholders volunteer for it mostly for planning and implementation of the project. Hence it is considered that the stakeholders not only understand the project but also know who decided to involve them and why the stakeholders are involved. This implies that sponsors respect the stakeholder's views. The other degree of participation is one of sponsor-initiated, shared decisions with stakeholders whereby sponsors have the initial idea but stakeholders are involved in every step of the planning and implementation. This is mostly the case designed for the IAIP project where stakeholders are working in an initiated project idea by UNIDO. Here stakeholder's views are considered and they are involved in making decisions to insure consistent implementation.

Treseder's other degree of involvement is where stakeholders are consulted and informed in every stage of the development, implementation and evaluation processes. This is where the project is designed and run by sponsors but stakeholders are consulted. This is unlikely in the case of IAIP project since the stakeholders are the key players where their views and action are important for the project success. The Autor or developer believes that the stakeholders have a full understanding of the processes and their opinions are considered in the running of the project. Next are projects that are stakeholder-initiated and directed whereby stakeholders have the initial idea and decide on how the project is to be

implemented. Though available, sponsors do not take charge but let the stakeholders run the project which is mostly the case in the implementation of nationwide project by international organizations. Finally, are those projects that are stakeholder-initiated with shared decisions. In these projects, stakeholders come up with the initial idea, set up projects and come to sponsors for advice, discussion and support. The sponsors in this case do not direct but offer expertise for the stakeholders to consider (Treseder , 1997).

2.2.3 Importance of assessing stakeholder's engagement

The IAIPs development platform is base on the creation of strong linkage and engagement of stakeholders which include farmers and rural community, cooperative and unions, investors, government service providers, contractors, researchers and research institutions and other stakeholders. Sine the platform is based on strong stakeholders' involvement and coordination of their engagement stakeholder's assessment mechanisms has been among the available tools of stakeholders' assessment matric is the one which provide a powerful insight of stakeholders' level of engagement. It is a simple yet powerful project management technique to document desired and monitor actual engagement levels of stakeholders. It helps identify potential gaps in the involvement of stakeholders. According to PMBOK 6th Edition (2017), the Stakeholder Engagement Assessment has a wide range of benefits and importance which include:

- **Grow project support:** by identifying those stakeholders who are broadly supportive of or actively championing the project under implementation and the project implementation team can target communications to ensure their continued support. Making sure those stakeholders have the most up-to-date information and encouraging them to share that information with others can be a significant step toward preparing the business for an upcoming change wining their support for better

project success with effective engagement of stakeholders (PMI, 2017) . The case is mainly true for stakeholders who are influential and trusted by others in the organization like the case of IAIP project donors like the African Development Bank, European Union and UNIDO.

- **Surprising people with an unwanted or difficult change:** this is one of the quickest ways to negatively impact the likelihood of project success. Hence, people like to be kept in the loop with what's happening and given a chance to engage with and provide feedback on the changes. By identifying those stakeholders who appear to be unaware of the project, the team can build an effective communications management plan focused on increasing their awareness and engagement. The project team may be able to turn them into champions for the change, or they may offer beneficial feedback that wouldn't have surfaced had they remained unaware. In an occasional case, keeping stakeholders unaware is a deliberate move by the project team for a purpose. Perhaps the project is highly sensitive and could result in job loss. In that case, the team may choose to keep stakeholders unaware until appropriate support mechanisms are established and communicated demanding their engagement (PMI, 2017).
- **Convert resistant or neutral stakeholders:** Finally, using a stakeholder's engagement assessment matrix helps you identify and target resistant or neutral stakeholders which are strictly affecting performance negatively and with no any intention and interest for the project although it is demanded. This is important because it allows the project team to explore why they hold that position. Perhaps they perceive the future state as less beneficial to them or the project itself. Or maybe the organization has tried to make the same change previously and failed which keep them away from engagement. Or they're worried about whether they have the right

skills for the future to involve in the project endeavor. Whatever the reason, exploring and understanding it gives the team an opportunity to influence their position and shape perspectives of stakeholders to the level demanded by the project. That might be targeted updates to show positive project progress comparative to failed projects. Or it could be sharing the training and development plans that will help people feel ready for change. It might even just be an acknowledgment of their concerns and showing the remedial for their actions. Sometimes the project team need to be aware of the fact that making people feel heard is all that's needed to help them get on board (PMI, 2017).

2.3 Empirical Literature Review

The section provides a highlight of the available empirical literatures in the area of stakeholders' engagement. In the nutshell, the literature seeks to provide detailed overview and studies in the subject matter which could be one of the motives for initiating the study at hand that will add to the body of empirical knowledge existed currently.

In stakeholder's engagement management monitoring and assessing stakeholder's engagement could have wide reaching importance. The assessment by CIDA (2011) says that involving, training and supporting people who are stakeholders in monitoring and evaluation can produce more accurate data that will help in future decision making. Reed (2008) on the other hand believe that the benefits of monitoring in development practice are well understood, however, the availability of clear monitoring systems is lacking across most donors' approaches. Through monitoring of project activities that stakeholders gain a better understanding of strengths and weaknesses of their activities, identify the procedures of the project that are beneficial and those that are obstructive and redundant which in turn help in the development of appropriate engagement strategy.

More specifically to the subject matter of engagement, stakeholder's inadequate participation and engagement in project activities led to poor project implementation and end result was not met as expected. For instance, the study by Nyabera (2015) realized that most stakeholders in Compassion projects (80% and above) participate very frequently in planned project activities. However, these activities are imposed on them by the workers and partner committee because they are not involved in their need assessment and budgeting. Hence, stakeholder's engagement is crucial in the implementation of IAIP project initiative which is multi stakeholders by type.

Furthermore, a study by on the level of stakeholder's participation in project monitoring and evaluation of a municipal project in Gahana revealed that stakeholder participation in M&E of projects and programmes was high among the Municipal Planning and Coordinating Unit (MPCU) members and the District Assembly members but low at the Zonal Council and community levels. This has impacted negatively on the transparency, accountability and the sustenance of projects and programmes. The study concludes that stakeholders were rarely involved in M&E of projects and programmes due to lack of concerted effort by the MPCU for grass root stakeholder participation and poor attitude on the part of community level stakeholders in M&E of projects and programmes which could adversely affect the performance project results. This study in line with the result recommends that the District Assembly through the MPCU should establish strategies such as increased engagement of the substructures in the planning, implementation, monitoring and evaluation process, creating an enabling environment for the substructures to set their own targets, support them to meet the targets and build their capacities to report regularly to communities under them and to the Municipal Assembly which further strengths the need for stakeholders engagement (Sulemana, Musah and Simon, 2018).

The effect that stakeholders have on project processes influences the success of the project directly and/or indirectly. Authors like (Jergeas et al., 2000) claim that project success is dependent on the appropriate management of the stakeholders. This includes knowing who they are, what their motives are, and what expectations they have for the project. Serrador & Turner (2015) on the other hand mentioned the importance of knowing what project stakeholders actually expect from the project as one of the aspects that would determine an overall project success. It is not easy to say that every project that are delivered on time, within budget and meet scope specification may not necessarily be perceived to be successful by key stakeholders. Because, the project product does not solve a problem it was meant to (Jepsen and Eskerod, 2013).

Generally, the available small number of evidences entails us there should be a clear understanding of the stakeholder's engagement level in project implementation where the case of IAIP involves to have a multiple level of stakeholders including project affected households, farmers, unions, cooperatives, investors and other in the value chain. Hence, their engagement should be assessed for devising appropriate response strategy.

2.4 Conceptual Framework of the Study

Stakeholders engagement encompasses the involvement of stakeholders in pre-feasibility, feasibility, planning, implementation, monitoring and evaluation and redevelopment of projects. More specifically, stakeholder's engagement in project implementation process is wide reaching as this stage determines the success of the project and achieving targets. Hence, engagement of the stakeholders could be assessed using different approach in which the study prefers to use stakeholder's engagement assessment matrix and it has been conceptualized as indicated in the conceptual framework presented below.

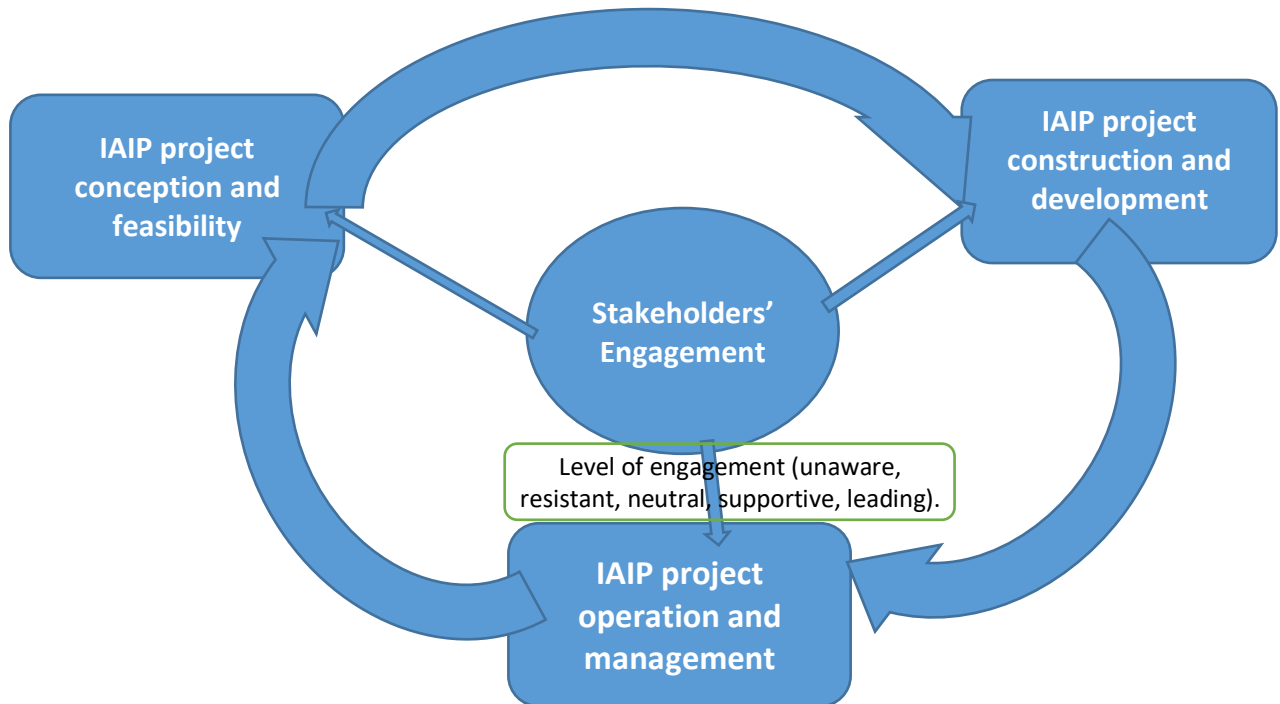


Figure 1: conceptual Framework of the study

Sources: Developed by the researcher based on literature and project documents.

The IAIP development project has evolved from conception, design and construction phases to that of operation and management by accepting agro-processors in the park which involves a large number of stakeholders like government service providers like licensing, customary service, fire control, police stations; input suppliers like farmers, aggregators, unions, cooperatives; the community like laborers, project affected households; investors, etc. all these have a stake in the project implementation and involve to a certain degree where their engagement decides the success of the IAIP initiative in the region. Hence, their level of involvement and current position should be well understood using an assessment matrix to respond appropriately.

Chapter Three

Methodology

3.1 Research Approach and Design

3.1.1 Research Design

Studies can follow a wide variety of research approach based on the objective set to be achieved. In this case, the study follows an exploratory research design as it tries to explore the available situation to reach on some sort of conclusion to understand the stakeholders' level of engagement in the development of IAIP project in Amhara Region.

3.1.2 Research Approach

The study as an approach employed a mixed research by using both qualitative and quantitative methods. Basically, the study is more of a qualitative research using a participatory method of assessing the engagement level of key players or stakeholders in the sector with an application of quantitative approach to some extent to visualize tabulated results to describe background characteristics.

3.1 Study Population

Population of the study indicates the one where the final result of the study will be inferred and concluded. As the study is about the stakeholders of IAIP development project which looks in to their role in pre-feasibility assessment, engagement in in the implementation and management as well as the dimensions of their engagement, the population of the study are considered to be 24 identified government sectors with a stake on the project in the area of providing OSS service, investment promotion, value and supply chain development; 531 project affected communities in Bure IAIP and related RTC of which 336 are located around

bure IAIP; 34 identified potential investors of the IAIP by the regional Industry and Investment Office which expressed their willingness to invest; 6 unions found within the Bure IAIP Agro-Commodities Procurement Zone; and 20 investors that signed agreement and or operational in the IAIP as per the Report of Amhara RIPDC as of 30 March 2022, and Regional industry and investment office report. Hence, all these covers the key stakeholders and population of the study to which the study on stakeholder's engagement could be concluded.

3.2 Sample Size and Sampling Procedure

The study is expected to be more of a qualitative one in nature as it involves an in-depth qualitative data assessment of stakeholders and largely with an expectation of qualitative data. Hence, the sample size of the study is considered to be restricted to serve an in-depth study which is determined considering capacity to cover and available information at the grass root level where the project is under implementation. The sample selected to populate the stakeholder assessment matrix include:

- 10 randomly selected government stakeholders from the identified list of stakeholders in the feasibility study i.e. from 24 government institutions. As the study is more of qualitative the sampled were kept within the limit of the researcher to get a deeper detail also considers representation as well.
- Project affected community Considered as a group for the assessment matrix which include a number of projects affected or displaced households of Bure IAIP development which are list to be 336 in number.
- 5 potential investors randomly selected from the list documented by Amhara Regional IPDC and Industry and Investment office which were documented to be 34 in total.

- 5 randomly selected IAIP enterprises currently signed agreement with the Regional IPDC.
- 2 randomly identified unions in the ACPZ of bure IAIP from the total of 6 unions.
- 1 operational IAIP enterprise in Bure IAIP which is purposively included as it is the only company that started operation, production and distribution of products related to soybean protein powder and edible oil.

On the other hand, to supplement the stakeholder's assessment matrix with sufficient data from key stakeholders 51 samples were again included in the study to collect data on the role and engagement of stakeholders in the prefeasibility studies of IAIP initiative. Hence, the overall sampling procedure of the study follow a stratified sampling technique in which each group or type of stakeholder is first stratified based on the characteristics set to form a stratum of different types of stakeholders in the IAIP initiative and followed by a random selection of sampling units of the study except the one where IAIP operational company is purposively included in the study.

3.2 Data Collection Instrument and Data Sources

The study uses both primary and secondary data sources to come up with sufficient data to assess the situation of stakeholder's engagement in the IAIP project implementation. The primary data for the study was collected from key stakeholder s based on the sample size of the study using the instruments presented below:

Key Informant Interview (KII): KII has been the basic tools of data collection for the qualitative study at hand. Key informant interview was undertaken with RIPDC management and Project Management Unit (PMU) as well as Industry and Investment office of the region to understand the desired and current level of stakeholders' engagement in the

implementation of IAIP project which has been used to populate the Stakeholders engagement matrix where the repeated option responses from each respondent is documented for analysis and the average values were taken to finally determine the status of each stakeholders. The RIPDC as a key implementer of the project has been exempted from being evaluated using the Matrix. In doing so, 15 experts and management bodies were participated and interview to rate the stakeholder's engagement level (10 from Regional IPDC and 5 from Regional Industry and Investment Bureau).

Structured Questionnaire: Structured questionnaire has been used to collect data from identified key stakeholders added to the key informant interview to examine the stakeholder's engagement and participation in the prefeasibility assessment practice of IAIP development. Hence, questionnaire was administered to some selected stakeholders (15 government offices, 20 project affected households, 10 potential investors, 5 currently signed agreement and 1 operational enterprise in the IAIP) and results were analyzed to provide answer raised in first research question.

Focus Group Discussion (FGD): apart from the above stated tools of data collection, FGD was employed to draw detail information from selected 2 FDGs of government, IAIP investors, unions and affected community group representatives in their level of engagement as well as the strength and weakness of stakeholder's engagement in the implementation of IAIP initiative. This provides detailed qualitative data which enable to identify the strength and weakness of stakeholders' level of engagement in the implementation of IAIP initiative.

On the other hand, the secondary data for the study was gather from document review of existing evidences about stakeholder's engagement on the feasibility, planning and implementation of IAIP development in Amhara Region published and documented by IPDC and Industry and Investment offices. Apart from these, published and unpublished

articles, reports and manuals were used to draw background information and understand the overall IAIP initiative and list of preidentified stakeholders of the project.

3.3 Methods of Data Analyses

The study in general employed a mixed research approach. Hence, both qualitative and quantitative data analysis methodologies were used to present results and findings. Basically, the study is a qualitative research using a participatory method of identifying the engagement level of key players in the implementation of IAIP initiative in Amhara region with an application of quantitative approach to some extent to visualize tabulated results to describe socio-economic background and current situations. Therefore, qualitative approach based on a stakeholders' assessment engagement matrix has been used to analyses the level of stakeholders' engagement in the implementation of IAIP initiative in the region. Moreover, descriptive statistical analysis was employed to analyze tabulated data in terms of frequency percentage and standard deviation while the data was coded and analyzed using a statistical application software i.e. SPSS Statistical Software Package.

As it is clearly indicated, the main data collection and analysis tool of the study is a stakeholder's assessment matrix which is a simple yet powerful project management technique to document desired and monitor actual engagement levels of stakeholders. Hence, a stakeholder engagement assessment matrix used by the study consists of several rows, each of them representing one stakeholder (or a group of homogenous stakeholders in the case of project affected community where considering in group is preferred against listing individuals) while the columns indicate the level of engagement measured interns of unaware, resistant, neutral, supportive and leading ratings. The matrix developed were made to be two in number where the one indicating the desired level of engagement, represented with a letter 'D' while the other indicating the actual level of stakeholders' engagement 'C'.

Once the assessment matrix is developed the desired one is documented as D and the current level of engagement as C. Overall, “C” can basically occur in any of these columns. However, a “D” is typically not applicable for the “unaware” or “resistant” columns for obvious reasons that no one really wish to have unaware and resistant stakeholders in a project.

Chapter Four

Results and Discussions

This chapter discusses the main results and findings from the primary and secondary data descriptive about the stakeholder’s engagement in the implementation of IAIP in Amhara Region i.e. Bure IAIP. The result was supplemented by qualitative and qualitative results from questionnaires, key informants and FDGs to get a better insight about the issues at hand. Data analyzed were collected from 15 key experts selected from implementing organization (RIPDC) and closely related sector (Bureau of Industry and Investment) to rate the level of stakeholder’s engagement using stakeholder’s assessment matrix; 22 stakeholders to identify the role and engagement of stakeholders in the prefeasibility assessment of Bure IAIP and 2 FDG groups. Hence, many of the result were qualitatively analyzed which are supplemented by quantitative results as well.

4.1 Background Characteristics

The study briefly visualized the participants of the research undertaking which are restricted since the nature of the study is more of qualitative in nature for an in-depth understanding of desired and current situation in stakeholder’s engagement. Looking to the sex of respondents first, the result presented in Table 4 presents among those who rated the level of stakeholders’ engagement using the stakeholder’s assessment matrix through KII 86.7% (13) were male and the rest 13.3% (2) of them were female implicating the well-known dominance of male in the industrial development sectors. Hence, in the implementing partners the presence of

female is minimal as manifested by the result which includes a randomly identified professional from implementing organization of IAIP i.e. mainly the regional Industrial Parks Development Corporation and to some extent Bureau of Industry and Investment.

Table 4: Sex of respondent

Group	Sex	Frequency	Percentage
KII Respondents	Male	13	86.7
	Female	2	13.3
	Total	15	100.0
Questionnaire Respondents	Male	42	82.4
	Female	9	17.6
	Total	51	100

Source: Primary Data, 2022

Similarly, respondents involved in the study to respond to structured questionnaires were also dominated by male group where 82.4%(42) of them were male and the rest 17.6%(9) of them were female which could also be a reflection of the culture in the dominance of male in economically productive activities and employment in different sectors.

Age is another background characteristic assessed by the study. The result shown in Table 5 indicated that the mean age of respondents from the key informant interview were about 37.2 year with a standard deviation of plus or minus 7.61 which shows a moderate within group difference in age. On the other hand, those respondents involved in responding questionnaires have a mean age of 40.51 with a standard deviation relatively higher to indicate a larger within group difference in age as manifested by the minimum and maximum values as well. Overall, most of the study participants were in the adult age group where their age could have its own bearing on their level of experience in different sectors including the agro-processing industry development.

Table 5: Age of respondents

Group	Age				
	Freq.	Mean	Std. Dev.	Min	Max
KII Respondents	15	37.22	7.61	24	59
Questionnaire Respondents	51	40.51	11.24	20	68

Source: Primary Data, 2022

Further more the educational status of respondents was examined at a glance by the study. The result presented in Table 6 indicated that most of the respondent that were involved in populating the stakeholder's assessment matrix have educational status which are mostly above diploma. Specifically 13.3% (2) of them have an educational status of Diploma and below, 60% (9) of them completed their first degree while the rest 26.7%(4) of them have an educational status of master's degree and above. On the other hand, looking the second group of respondents the result shown in the table below clearly demonstrated that 23.5% (12) of them have an educational level of grade 12 and below, 13.7% (7) different types of certificate, 11.8% (6) of them possess a diploma level of education, large number of the group like the other one, 39.2% (20), holds a first degree level of education while the rest 11.8% (6) of the have a master's degree and above educational status. The result implicates that there is some difference n educational status of key stakeholders which could also affect the interest in the development of IAIP and shape their level of understanding the initiative which in turn could have an impact on their level of engagement.

Table 6: Educational status of respondent

Group	Educational status	Frequency	Percentage
KII Respondents	Diploma and Below	2	13.3
	First Degree	9	60.0
	Master's Degree and Above	4	26.7
	Total	12	23.5
	Grade 12 complete and below	12	23.5
	Certificate	7	13.7

Questionnaire	Diploma	6	11.8
Respondents	First Degree	20	39.2
	Master's Degree and Above	6	11.8
	Total	51	100

Source: Primary Data, 2022

4.2 The Role and Engagement of Stakeholders in the Pre-feasibility Assessments of IAIP Initiative

The development of large-scale industrial parks involves multi-stakeholders which need to be clearly identify the list of stakeholders, the way how the can play their role in predevelopment, implementation and operationalization of IAIP project. The study at a preliminary level tries to examine the presence of stakeholder engagement in the feasibility assessment practice to initiate the idea of IAIP which demand the relocation of project affected community and involvement of different sector to support the OSS and the supply chain from farm to products delivery. Respondents from composed of different stakeholders were asked to where they or their organization get the opportunity to engage in the pre-feasibility assessment practice of Bure IAIP where the large proportion of them, about 62.7% (32), expressed as if they were not involved in the prefeasibility assessment which may have also contributed for lower level of engagement during implementation of the IAIP project for the development of Bure IAIP and related RTCs. This could also be linked to the fact that the development of the project takes more than 10 years starting from its conception in the year 2009 to that of its construction and operation which was started before two years. Hence, the low level of involvement of stakeholders in the prefeasibility could be attributed to the fact that in the initial stage the project itself was resisted by different stakeholders which latter join in supporting the initiative after a serious of awareness raising programs targeted to create a better understanding although their sustainability was under question.

Table 7: Stakeholders Engagement in Pre-feasibility assessment of Bure IAIP

Involved in Prefeasibility	Frequency	Percentage
Yes	19	37.3
No	32	62.7
Total	51	100

Source: Primary data from Stakeholders, 2022

In continuation with the above result, those respondents who get the opportunity to participate in the prefeasibility assessment of Bure IAIP has been asked their ways and roles of engagement in the practice. The qualitative responses were summarized and ranked to identify the most pertinent one. Hence, the result from the study as presented in Table 8 revealed that among those stakeholders involved in the prefeasibility assessments of IAIP intuitive most of them were engaged to express their saying and suggestion about the development of the park in the area. The other pertinent role and way of stakeholders' engagement was found to be involvement in community discussions and dialogues while the third ranked prominent ways of engagement I found to be invitation in the prefeasibility assessment draft report and provision of inputs to qualify the final one that will guide implementation practices of IAIP development. Apart from these, others ways and roles of stakeholders' engagement in the prefeasibility assessment practice with moderate level of expression include involvement in the facilitating the undertaking of the assessment practice and directly involved in prefeasibility assessment by undertaking surveys and data collections.

Table 8: Ways of engagement and roles of stakeholders in the prefeasibility assessment of Bure IAIP development

Ranking	Ways of Stakeholders Engagement and their role
1st	Get the opportunity to express their saying and suggesting
2nd	Involved in community discussions and dialogues

3 rd	Invited and provided inputs in the prefeasibility assessment draft report
4 th	Facilitate the undertaking of the assessment practice
5 th	Directly involves in prefeasibility assessment by undertaking surveys

Source: Primary data from Stakeholders, 2022

Another part of respondents which have not been involved and get the opportunity to involve in the prefeasibility assessment of IAIP initiative at Bure were also further asked whether they know the presence of a pre-feasibility assessment done for Bure IAIP initiative. Surprisingly, the large proportion of them or stakeholders, about 71.9% (23) does not have such information which implicates they could raise an issue related to the inclusion of their interests in the development and implementation of the IAIP project in Bure given the lack of information and knowledge about how it is conceptualized and what major underling assumption were taken in to consideration.

Table 9: Stakeholders knowledge in the presence of prefeasibility assessment for Bure IAIP development

Hear or know that a Pre-feasibility assessments of Bure IAIP initiative was undertaken	Frequency	Percentages
Yes	9	28.1
No	23	71.9
Total	32	100

Source: Primary data from Stakeholders, 2022

Finally, the stakeholders involved in the study were given the opportunity to rate what should have been the role of stakeholders in the prefeasibility assessment practice of IAIP initiative for a better and smooth implementation of objectives and better engagement of stakeholders in developing the intended IAIP at Bure. Six predetermined list of expected roles of stakeholders were considered from the feasibility study to be rated by stakeholders. The result show in Table 10, indicates that among the different roles of stakeholders most of the

respondents strongly agree (76.5%, F=39) and agree (13.7%, F=7) that the role of stakeholders should have been sharing individual and local knowledge which will be helpful in the development of IAIP initiative at Bure. This has been partly implemented by the project as some of the respondents expressed their sayings in the course of prefeasibility study. But, local experience in the development of other industrial efforts has not been yet captured by the feasibility as their role was restricted. Next to this, the other most pertinent role identified by the respondents is sharing challenges which could arise in the start-up and implementation of the project where 60.8% (31) of the study participants strongly agree and 25.5% (13) of the agree to the statement. Review of the final prefeasibility assessment report and synthesis with the current result indicates there is some degree of deviation from stakeholder's expectation on their role and the roles played by stakeholders in the prefeasibility assessment practice where most of the time the stakeholders were asked about their agreement with the development of the project and compensation issues rather than the challenges that could arise latter on the implementation of IAIP project in the area. Further, thirdly identified stakeholder's role is found to be identification of stakeholders responsibilities during the course of IAIP development and implementation where only 35.3% (18) and 23.5% (12) of the respondents strongly agree and agree with the statement although this has to be the very intention of most project expected from their stakeholders for a smooth and engaging project implementation.

On the other hand, the least identified stakeholders' roles found by the study were identification of risk and uncertainty that could happen during project implementation and identification of areas of conflicting interests in the initiation of IAIP to resolving them early which could be attributed to the fact that the stakeholders could have been little knowledge about these matters as the effort is related to industrial development which again need some technical skill.

Table 10: Stakeholders' level of agreement on what the roles of stakeholders should have been on prefeasibility assessment practice

Preferred roles of Stakeholders in the Prefeasibility assessment Practice of IAIP	Strongly Disagree (1)		Disagree (2)		Neutral (3)		Agree (4)		Strongly Agree (5)		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Share individual and local knowledge that will be helpful in the development of IAIP initiative	0	0	2	3.9	3	5.9	7	13.7	39	76.5	51	100
Identify their responsibilities during the course of IAIP development and implementation	4	7.8	7	13.7	10	19.6	12	23.5	18	35.3	51	100
Identify risk and uncertainty that could happen during project implementation	14	27.5	9	17.6	17	33.3	7	13.7	4	7.8	51	100
Share challenges which could arise in the start-up and implementation of the project	0	0	0	0	7	13.7	13	25.5	31	60.8	51	100
Identify areas of conflicting interests in the initiation of IAIP to resolve them early	4	7.8	7	13.7	12	23.5	19	37.3	9	17.6	51	100
Generate innovative ideas and solutions	3	5.9	5	9.8	18	35.3	14	27.5	11	21.6	51	100

Source: Primary data from Stakeholders, 2022

4.3 Stakeholder's Level of Engagement in the Implementation of IAIP Development

Project

The overall development process of IAIP involves many stakeholders as an implementor, facilitator and service provide to achieve the target of economic structural change there by enable job creation, agricultural commercialization and generate foreign exchange earning by exporting value added products. As the project is a multi-stakeholder project where stakeholder plays a key role in the implementation process, the study ties to examine the level of stakeholders' engagement in the development of IAIP project using case evidences from bure IAIP in Amhara region. The main implementer organization i.e. Regional IPDC and some key expert involved in the selection of investors for the IAIP from regional Industry and investment Bureau were involved in the rating of stakeholders desired and current level of engagement in the implementation of IAIP in Bure using a stakeholder's assessment matrix and the result are presented in Table 11.

The result presented in Table 11 shows the level of key government stakeholders' level of engagement in the implementation process of IAIP development project so as to enable the smooth development of the project in Bure. These government stakeholders mostly have a responsibility of providing support in the value chain, licensing and customs services in the ones stop shop, supply of skilled and trained labour force for the agro-industries, providing technical support in research and development, and the like. As the result indicate those sectors which are expected to provide support for the improvement of agricultural production and productivity and improve the overall raw material supply chain remains resistant and unaware although they are expected to have a supportive and leading role and level of engagement in the implementation process of IAIP. In more detailed view, ANRS Cooperatives Promotion Agency and ANRS Bureau of Agriculture remains resistant to the IAIP implementation which is clearly manifested as expressed by the key

informants they were not open for discussion to identify the major crops and commodities needed currently by industries in the IAIP so as to improve the production system for these specific commodities and as well as create a smooth supply of raw materials. As a case, one of the operational companies in the production of protein powder and edible oil from soybean expressed the unresponsiveness of the agricultural sector to support farmers to produce and supply such product to the factory even though the company tried to reach the sector repeatedly. The other key government partner from the agricultural sector as well, ANRS Bureau of Agricultural Research, is rated to be unaware as no action has not yet been taken by the institution to support the IAIP initiative although supporting productivity issues in the supply chain of raw material is give as a mandate for the organization.

Table 11: Key government stakeholders' level of engagement in the implementation of IAIP development project

Name of the Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Amhara National Regional State (ANRS) Cooperatives Promotion Agency		C		D	
Bahir Dar University			C	D	
Debre Markos University				C, D	
ANRS Bureau of Agriculture		C			D
ANRS Bureau of Trade and Market Development			C	D	
Amhara Region Agricultural Transformation Agency				C, D	
Bure TVTE College				C, D	
ANRS Bureau of Industry and Investment and Ethiopian Investment Commission				C	D
ANRS Bureau of Agricultural Research	C			D	

ANRS Bureau of Labour and Training			C		D
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Note: D = Desired C= current

Source: Primary data from IAIP implementer organization rating, 2022

Looking further to the results in Table 11, the overall observation on the result from the stakeholders assessment matrix indicates there is a great deal of deviation from the desired and current level of stakeholders engagement as the current level of rating represented by 'c' mostly falls to the left side of the matrix to implicate most of the stakeholder in the IAIP implementation were unaware, resistant and neutral which could have also a negative bearing in the implementation process and the delay of project implementation as clearly manifested by the IAIP project in Bure which delays for or that four year from the planned operationalization period. On the other hand, Debre Markos University, Amhara Region Agricultural Transformation Agency and Bure TVTE College were found to be engaging themselves in a desired manner as the level of desired and their current level of engagement concedes. The institutions were mostly engaging in technical support to Bure IAIP, supporting farmers to engage in IAIP industrial products through agricultural extension service and training on specific commodities, and targeted skill development initiatives respectively.

The development of Bure IAIP results in households to be relocated from their living areas and affected the community around as the effort involves infrastructure development in the IAIP and related RTCs. Hence, these projects affected community are key stakeholders in the implementation process as their livelihood needs to be changed and most of them were found around the park infrastructure. The study examined their level of engagement and the result shown in Table 12 indicated that

the project affected communities were rated to be resistant in their level of engagement in the implementation of the IAIP project although they are expected to be supportive. This is partly attributed to the fact that the expected operation period of the IAIP at Bure was delayed for some period which is believed to create employment opportunities for displaced and project affected communities and in-turn creates dissatisfactions among the group. Very recently started efforts to involve youths in the park development and allied activities like greener and landscaping could improve the situation

Table 12: Project affected communities' level of engagement in the implementation of IAIP development project

Name of the Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Project accepted community (Project affected households as a result of Bure IAIP infrastructure Development)		C		D	

Note: D = Desired C= current

Source: Primary data from IAIP implementer organization rating, 2022

The back bone of IAIP initiative are investors with interest in the development of agro-processing industries. They play a central role in the establishment of industries in the park, creating employment opportunities, and production and sale of value-added agricultural products. Potential investors identified by the regional Bureau of Industry and investment were examined for their level of engagement in the implementation of the IAIP project at Bure. The result shown in Table 13 revealed that the Temesgen Kefalew Investment and BEAKA General Business remains unaware in their level of engagement in the IAIP initiative. This could decrease their

likelihood of involvement for establishing agro-processing industries in the IAIP and needs targeted intervention to enable their level of engagement improve from the current stand. On the other hand, PLC. WA PLC and Merkeb Union although they are aware of the IAIP initiative they remain neutral in their level of engagement although they are expected to be supportive by engaging themselves in the part to support the development of IAIP at Bure. The only potential investor of the IAIP where the desired and currently level of engagement concedes is BK group which is manifested in terms of its provision of support to inaugurate the part operation, supporting technically currently operating investors technically through corporate training model and providing and sharing utility facilities like power.

Table 13: Potential investors' level of engagement in the implementation of IAIP development project

Name of the Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
WA PLC.			C	D	
Merkeb Union			C	D	
Temesgen Kefalew Investment	C			D	
BEAKA General Business PLC.	C			D	
BK Group				C, D	

Source: Primary data from IAIP implementer organization rating, 2022

The other group of stakeholders examined by the study on their level of engagement in the implementation of IAIP initiative at Bure are investors that signed agreement with the regional RIPDC for operation in the IAIP and currently operational investor

in the IAIP which started production and supply of products. Among the list, four of them were under construction of their processing factory in the IAIP, one (Bahir Dar agro processing) has signed agreement but no action has been taken by the investor to start construction or operation while the other one (Richland Biochemical Production PLC) has started operation and distributed its production to export and domestic market. As indicated in Table 14, their desired level of engagement is expected to be leading as they will be the key players in the IAIP through processing of agro-commodities and supply them to the market which involve and initiate the engagement of other stakeholders as well. The results indicated that their current level of engagement in the IAIP implementation process is below the desired one for most of the (50% of stakeholders including Dandini Trading PLC, Bahir Dar Agro-processing and Hanen agro-processing PLC. The other two (Yoseph Tomato Processing and Zelalem Kebede Pasta and Macaroni Production) fall in the supportive category as there are trying their best to erect their plant in the IAIP and commission machineries. Looking further, Richland PLC is the only one company which is rated to have a level of engagement which concedes with the desired one to implicate the company is playing a leading role which is also manifested as the only company which started production and supply. Hence, the case of lower level of engagement of investors in the IAIP implementation could also be attributed to the delay of some basic infrastructure construction in Bure IAIP which include liquid waste treatment plant and power substation that the investors mostly considers basic to fast track their involvement in the IAIP.

Table 14: Level of engagement of investors currently signed agreement and Bure IAIP operational investors

Name of the Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Yoseph Tomato Processing				C	D
Dandini Trading PLC			C		D
Bahir Dar Agro-processing		C			D
Zelalem Kebede Pasta and Macaroni Production				C	D
Hanen agro-processing PLC			C		D
Richland Biochemical Production PLC					C, D

Source: Primary data from IAIP implementer organization rating, 2022

Lastly, the stakeholders examined by the study for their level of engagement in the IAIP project are farmers cooperatives unions which are mostly considered as a supply chain actor through aggregation and supply of raw materials and some times even as IAIP investors for those with a capacity. The result indicated in Table 15 shows that Damot Multipurpose Farmers Cooperatives union have better level of engagement where the desired and current level of engagement concedes to implicate the union is aware of the IAIP project, supportive of change and wish it to succeed. On the other hand, Gozamin Multipurpose Farmers Cooperatives union is found to be unaware meaning that they are not aware of the project and its potential impacts on them and the larger community. This shows the presence of wide disparity in the awareness level of unions operating in Bure IAIP ACPZ and urging the need to raise awareness of stakeholder to achieve a better level of engagement.

Table 15: Level of engagement of unions found in the ACPZ of Bure IAIP

Name of the Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Damot Multipurpose Farmers Cooperatives union				C, D	
Gozamin Multipurpose Farmers Cooperatives union	C			D	

Source: Primary data from IAIP implementer organization rating, 2022

4.4 Strengths and Weakness of Stakeholder’s Engagement in the implementation of IAIP Initiative

The study also tries to examine the strengths and weaknesses of stakeholders’ engagement in the IAIP initiative implementation through an in-depth focus group discussion with selected stakeholders and implementing organization. The summary result and ranking of the results indicated that the top three observed strengths of stakeholders’ engagement are the presence of documented stakeholders list to engage them in the implementation process; the practice of periodic campaigns to initiate and engage stakeholders although not sustainable; and the presence of high level IAIP project steering committee in charge of coordinating stakeholders. These could contribute greatly in the smooth implementation of IAIP initiative through effectively engaging stakeholders if the efforts are implemented in a sustained manner.

On the other hand, the major weaknesses identified by the study as presented in the Table 16 are the absence of clearly designed stakeholder’s engagement plan in the implementation process of IAIP in Bure; problems in identifying who does what and some missed key stakeholders and Emphasis on campaigns rather than sustainable engagement of stakeholders in the implementation process. The presence of these is also manifested in the lower level of stakeholders engagement as indicated in the stakeholders assessment matrix

where most of the stakeholders are found to be acting below the expected or desired level of engagement. Table 16 below summarizes detailed results of the assessment on strengths and weaknesses of stakeholder's engagement in the IAIP initiative.

Table 16: Major Strengths and Weaknesses Stakeholder's Engagement in the implementation of Bure IAIP development project

Ranking	Strengths
1 st	The presence of documented stakeholders list to engage them in the implementation process.
2 nd	The practice of periodic campaigns to initiate and engage stakeholders
3 rd	The presence of high level IAIP project steering committee in charge of coordinating stakeholders
4 th	Existence of large number of stakeholders interested to engage in the implementation and development of IAIP at the regional, national and global level
5 th	Setting of multi-stakeholder involvement or engagement approach for the development of IAIP in the feasibility document
Ranking	Weaknesses
1 st	The absence of clearly designed stakeholder's engagement plan in the implementation process of IAIP in Bure
2 nd	Problems in identifying who does what and some missed key stakeholders (Agri-products aggregators and agri-input suppliers in the supply chain and production system respectively)
3 rd	Emphasis on campaigns rather than sustainable engagement of stakeholders in the implementation process
4 th	Not clearly identified roles and responsibilities of stakeholders in the implementation of IAIP project
5 th	Loos power relationship of implementing organization and stakeholders to follow-up on the roles and responsibilities of stakeholders in the implementation process of IAIP project in Bure.

Finally, the study tried to synthesize stakeholder perspective in the solution and strategies to encourage successful engagement of stakeholders in the implementation and development

of IAIP initiative through KII and FGDs. The result presented in Table 17 clearly revealed that the most pertinent suggested ways for successful and effective ways of stakeholders engagement are development of participatory stakeholder engagement plan considering the local context and stakeholders existing realities; undertaking of continuous assessment on the power and interest of stakeholders in implementation process of IAIP initiative for effectively suiting strategies to stakeholders need; and maintaining smooth relationship among implementing organization and stakeholders for coordinated efforts for successful implementation of roles and responsibilities of stakeholders.

Table 17: Solutions and strategies to encourage successful engagement of stakeholders in the implementation and development of IAIP initiative

Ranking	Ways of Stakeholders Engagement and their role
1 st	Development of participatory stakeholder engagement plan considering the local context
2 nd	Continuous assessment on the power and interest of stakeholders in implementation process of IAIP initiative
3 rd	Maintaining smooth relationship for coordinated efforts for successful implementation of roles and responsibilities of stakeholders

Chapter Five

Conclusions and Recommendations

5.1 Conclusions

Development project's successful implementation and achievement of targets bases proper engagement of stakeholders. The study tries to examine stakeholder's engagement in project implementation using the case of Amhara Region where Bure Integrated Agro Industrial Park project is developed and implemented. In achieving its objectives, both primary and secondary data were employed mostly using a qualitative data analysis technique through deep assessment of exiting situation while the results were also supplemented with some quantitative data analysis. Stakeholders engagement assessment matrix was the basic tool used to identify stakeholders desired and current level of engagement in the implementation process of IAIP project.

The study demonstrated that the engagement of stakeholders in the IAIP initiative from the very beginning in the IAIP initiative was very restricted to some sectors where their engagement to in the pre-feasibility assessment practice is mainly manifested in a way of expressing their views and suggestions. Apart from this, still a large number of key stakeholders has not been aware of the pre-feasibility assessment practice making which could also affect their level of engagement in the implementation of IAIP initiative. The study also concluded from the result that the role of stakeholders and engagement in the pre-feasibility assessment would have been better if it was targeted to sharing individual and local knowledge which will be helpful in the development of IAIP initiative at Bure.

On the other hand, the study basically examined the level of stakeholders engagement in the IAIP initiative and the result from the stakeholders assessment matrix clearly demonstrated their is a gap in the desired and current level of stakeholders engagement where most key

stakeholders from the agricultural sector, cooperatives agency and unions, potential investors and investors signed agreement with the RIPDC falls under unaware, resistant and neutral categories which are like undesired level of current stakeholders engagement levels which need to be improved to make them supportive and leaders in the implementation of leaders IAIP initiative in Amhara Region. The level of engagement has also experienced to some extent stakeholder's engagement where the desired and current level of engagement concedes to indicate these stakeholders are in line with supporting and leading the development process of IAIP initiative which needs to be sustained for successful achievement of targets.

Lastly, looking to the strengths and weakness of stakeholders' engagement in the implementation of IAIP project in the region, the most visible strength of the practice has been found to be the presence of documented stakeholders list to engage them in the implementation process while the major weakness is the lack of clearly designed stakeholder's engagement plan in the implementation process of IAIP in Bure using the available documented and identified list of stakeholders.

5.2 Recommendations

The results, discussions and concluding remarks provided bases for setting recommendation to improve the overall level of stakeholders' engagement in the implementation of IAIP project for successful achievement of targets set by IAIP initiative. Based on the findings of the study the under stated major recommendation were forwarded.

- There is an observed deviation of stakeholders' current level of engagement in the implementation of IAIP initiative from the expected level of engagement. Efforts targeted to improve stakeholders' level of engagement in the development process of IAIP should be in place. The interventions may include arranging a peer to peer

discussion with key stakeholders considering the current status of stakeholder engagement and their responsibility they should play in the IAIP implementation process.

- Some of the key stakeholders of the IAIP initiative remains unaware of the program which could be a manifestation of poor awareness raising efforts and targeting. Hence, implementing partners should implement targeted and sustainable awareness creation programs for better engagement of key stakeholders and creating a better awareness about the IAIP initiative.
- The practice shows that although there is a clear instance that stakeholders list was identified and many stakeholders have interest to join in supporting the initiative, there is no clear stakeholder's engagement plan for guiding the practice. Hence, it is recommended that the key implementing organization should prepare a clear and participatory stakeholders' engagement plan considering the multi-stakeholders demand of the IAIP initiative.
- From the academic perspective, the study was based mostly on a qualitative analysis of stakeholders' engagement with some quantitative data analysis of the case only in one region, Amhara Region – Bure IAIP. This could have given more deepened insight if the study was conducted considering the four IAIPs at the national level. Therefore, in future studies it is recommended that the studies are better to visualize perspectives from different sites of IAIPs development.

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II. Annex: Tools of Data Collection

**St. Marry University
Department of Project Management
Post Graduate Program
Questioner**

I am Haregewoin Gochel MSC student in Project Management at St. Marry College of Postgraduate Studies. Currently I am undertaking a research in titled “*Examining Stakeholders Engagement in Project Implementation: The Case of Integrated Agro Industry Park (IAIP), Amhara Region, Ethiopia*” for partial fulfillment of my master degree. Kindly provide me your genuine answers for each question and all the answers will remain confidential and no individual identity will be published.

Respondent ID Code _____

Date of Interview ___ / ___ / ___

Part One: Questionnaire on the Role of Stakeholders in the Pre-feasibility

Assessments of IAIP Initiative

1.1 Background Characteristics

1.1.1 Age: _____ (In years)

1.1.2 Sex: _____ Male _____ Female

1.1.3 Educational Status

A) Grade 12 complete and below B) Certificate C) Diploma

D) First Degree E) Master’s Degree and Above

1.2 The Role of stakeholders in the Pre-feasibility Assessments of IAIP Initiative

1.2.1 Do you get the opportunity to be involved in the in the Pre-feasibility assessments of Bure IAIP initiative?

A) Yes

B) No

1.2.5 What particular strategy (state only the one you think is best) do you suggest to encourage and successfully engage stakeholders in the implementation and development of IAIP initiative?

1.2.6 Any additional information on the level of engagement and roles of stakeholders in the prefeasibility assessment practice of IAIPs and engagement in its implementation?

Respondent ID Code _____

Date of Interview ___ / ___ / ___

For Selected Key personnel from Amhara RIPDC and Bureau of Industry and investment

Part Two: Key Informant Interview Questions for Rating Stakeholder's

Engagement.

1.3 Background Characteristics

1.3.1 Age: _____ (In years)

1.3.2 Sex: _____ Male _____ Female

1.3.3 Educational Status

A) Diploma and Below B) First Degree C) Masters Degree and Above

1.4 Stakeholder Level of Engagement Rating in the IAIP Development Project

Instruction: Kindly rate each stakeholder listed below in the table based on examining their level of engagement in the implementation of IAIP project considering the explanation given for each type of rating category.

Unaware (1) – stakeholder is unaware of project and impact. They are not aware of the project and its potential impacts on them.

Resistant (2) – aware of project and impact, but resists change. They are aware of the project but not in support of it.

Neutral (3) – aware of project but nonchalant. Neither supportive nor resistant. They are aware of the project but have no opinion regarding their support or resistance for it.

Supportive (4) – aware of project and supportive of change. They are supportive of the project and wish it to succeed.

Leading (5) – aware of project, impacts and actively participates to make the change. They are actively engaged in project success and willing to lend assistance to help it succeed.

Note for recording results:

Present or record desired status of each stakeholder engagement in the IAIP project implementation as (D) and current status as (C) in the table provided:

Stakeholder Group: Key Government Stakeholders						
Name of the Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading	Remark
Amhara National Regional State (ANRS) Cooperatives Promotion Agency						
Bahir Dar University						
Debre Markos University						
ANRS Bureau of Agriculture						
ANRS Bureau of Trade and Market Development						
Amhara Region Agricultural Transformation Agency						
Bure TVTE College						
ANRS Bureau of Industry and Investment and Ethiopian Investment Commission						
ANRS Bureau of Agricultural Research						
ANRS Bureau of Labour and Training						
Stakeholder Group: Project affected Community						
Project accepted community (Project affected households as a result of Bure IAIP infrastructure Development)						
Stakeholder Group: Identified Potential Investors in Bure IAIP						
WA PLC.						
Merkeb Union						
Temesgen Kefalew Investment						
BEAKA General Business PLC.						
BK Group						

Stakeholder Group: Key Government Stakeholders						
Name of the Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading	Remark
Stakeholder Group: IAIP Enterprises/ Investors currently signed agreement with the Regional IPDC						
Yoseph Tomato Processing						
Dandini Trading PLc						
Bahir Dar Agroprocessing						
Zelalem Kebede Pasta and Macaroni Production						
Hanen agroprocessing PLC						
Stakeholder Group: Unions found in Bure IAIP ACPZ						
Damot Multipurpose Farmers Cooperatives union						
Gozamin Multipurpose Farmers Cooperatives union						
Stakeholder Group: Bure IAIP Operational Enterprise						
Richland Biochemical Production PLC						

Part Three: FDG Guiding Questions – Strengths and Weakness of Stakeholder’s

Engagement in the implementation of IAIP Initiative

- 3.1 Is there any stakeholder engagement plan by the implementation organization and continuously monitored?
- 3.2 In what way the stakeholders are engaged in the successful implementation of Bure IAIP development project?
- 3.3 What are the major strengths of stakeholders’ engagement in the successful implementation of Bure IAIP development project?
- 3.4 What are the major weaknesses of stakeholders’ engagement in the successful implementation of Bure IAIP development project?
- 3.5 What solutions are suggested to improve stakeholder engagement in the successful implementation of Bure IAIP development project?