ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE

STUDIES, DEPARTMENT OF

PROJECT MANAGEMENT

CRITICAL SUCCESS FACTORS AND METHODS IN STAKEHOLDER MANAGEMENT OF CONSTRUCTION PROJECTS: THE CASE OF ETHIO-DJIBOUTI RAILWAY SHARE COMPANY

BY

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ACKNOWLEDGMENT

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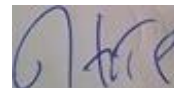
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Declaration

I, Birhanu Alemayehu, hereby declare that this research entitled "Critical Success Factors and Methods in Stakeholder Management of Construction Projects: The Case of Ethio-Djibouti Railway Share Company" is my original work. It has not been submitted for any other degree or qualification. All sources of information and assistance received during this research have been acknowledged, and I have adhered to the ethical guidelines for research.

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LIST OF ABBREVIATION

CSF - Critical Success Factor

PMI - Project Management Institute

PMBOK - Project Management Body of Knowledge

Abstract

This research investigates critical success factors (CSFs) and stakeholder management practices within the Ethio-Djibouti Railway Share Company during its large-scale construction project. Focusing on the complexities of engaging diverse stakeholders, the study highlights the importance of communication, stakeholder alignment, and proactive management strategies in achieving project success. Employing a descriptive research design and quantitative methodologies, data were collected through a census survey of 103 participants, including consultants, contractors, engineers, and government officials. Key findings underscore that effective communication, participatory decision-making, and cultural sensitivity are vital for fostering stakeholder collaboration and mitigating challenges such as conflicting interests, political influences, and cultural disparities. Additionally, the study identifies the need for comprehensive frameworks tailored to regional dynamics, emphasizing continuous engagement and feedback mechanisms to enhance stakeholder satisfaction. The research offers actionable recommendations, including the development of robust stakeholder management frameworks, improved communication strategies, early community engagement, and dynamic stakeholder analysis. These insights aim to inform best practices for future infrastructure initiatives, ensuring sustainable project outcomes and economic development in the region.

Key words: Stakeholder Management, Critical Success Factors (CSFs) ,Construction Projects ,Ethio-Djibouti   Railway

CHAPTER ONE

INTRODUCTION

This chapter is introductory part of the entire study. It provides some insights about the ground and assumptions where the study is conducted. It states background, statement of the problem, objectives, significance, scope, limitation, definition of key terms, and organization of the study. Accordingly, it begins with background of the study

1.1 Background of study

"A stakeholder can be a person or organization (e.g., customer, sponsor or the public) that is actively involved in the project, or whose interests may be positively or negatively affected by execution or completion of the project" (Bemelmans 2017). Management of stakeholders involves identifying and prioritizing stakeholders and assessing their interests and preferences that provides a strong basis from which to build your stakeholder management strategy and can help you to develop and maintain relationships with those affected, mitigate risks, align business goals and eliminate project failure and delays (Larrangeira, 2013). Stakeholder management is the practice of establishing positive relationships with those that have the influence on your work. Maintaining effective communication with each individual might be critical to keeping them "on board." ." Stakeholder management is the process of developing programs, actions, or behaviours that will affect the product's stakeholders. (Vogwell, D. 2003). Proper stakeholder management would also result in better decision-making and overall better outcomes for all parties. Stakeholder management is an important project knowledge area that should be managed properly like any other part of the project. Stakeholder management is the process of identifying, planning analyzing and understanding all the people, businesses, governments, internal and external stakeholders, and other groups of people that are involved in, or affected by, your organization or project(Allison, 2019). It important to understand our stakeholder interests and prioritise what their concerns are and how they might impact the project. In general, keeping stakeholders interested and meeting their expectations will certainly reduce the risk of negative impacts on our project. The influence of stakeholders on your project can be huge, and if not managed appropriately, it could lead to project delays, resource drain, political intervention or project termination (Bemelmans, 2017).

Project managers should work with stakeholder groups to make sure they are aware of project developments and participate in the decision-making process. Various organizations have used project management techniques as a means of bridging the gap between failure and success in the implementation of projects. Despite this increasing awareness of project management by organizations, projects still fail. On the contrary, the lack of sound project management by owners or contractors on projects on the other hand leads to construction delays and extra costs for both parties.

Thus, the study aims to investigate and analyze the critical success factors and methods employed in stakeholder management within the context of the Ethio-Djibouti Railway Share Company's construction projects, aiming to identify effective strategies for enhancing stakeholder engagement, satisfaction, and overall project success.

The case study organization, Ethio-Djibouti Railway Share Company operates one of Africa's vital transport corridors, linking landlocked Ethiopia to the port of Djibouti. Established to facilitate international trade and economic development, the railway plays a crucial role in transporting goods and passengers between Ethiopia and Djibouti, serving as a lifeline for regional commerce and connectivity. The company's operations are crucial for driving economic growth, improving logistics efficiency, and promoting international cooperation between Ethiopia and Djibouti (Ethiopian Shipping and Logistics Services Enterprise, 2021).

1.2 Statement of the Problem

Large-scale infrastructure projects, such as the Ethio-Djibouti Railway, frequently encounter significant challenges in effectively managing diverse stakeholders. These stakeholders—including government agencies, project teams, local communities, and contractors—often have conflicting interests, expectations, and priorities. Such conflicts can create barriers that impede the successful delivery of the project (Olander & Landin, 2005; Mok et al., 2015). The complexity of these relationships highlights the importance of robust stakeholder management practices, as inadequate engagement can lead to detrimental outcomes such as project delays, cost overruns, and even complete project failure (Bourne & Walker, 2005; Jepsen & Eskerod, 2009).

The Ethio-Djibouti Railway project, a joint venture between the governments of Ethiopia and Djibouti, is a critical transportation infrastructure initiative aimed at enhancing regional

connectivity and promoting economic integration (Tesfaye, 2020). Despite its potential to transform trade and logistics in the region, the project has faced various challenges related to stakeholder management, which have adversely affected its performance and success (Abebe & Heshmati, 2021). For instance, local communities may harbor concerns about land acquisition and environmental impacts, while government agencies might prioritize political or economic agendas that conflict with the project's operational goals. Such dynamics necessitate a nuanced understanding of stakeholder interests and the implementation of strategic management approaches.

Moreover, the project operates within a context characterized by varying degrees of political stability, economic conditions, and cultural differences between Ethiopia and Djibouti. These factors further complicate stakeholder interactions, making it essential for project managers to develop tailored strategies that address these complexities. Past studies have shown that projects lacking effective stakeholder engagement often suffer from misalignment between project objectives and stakeholder expectations, resulting in strained relationships and reduced overall project effectiveness (Freeman, 1984; Cleland, 1986).

This research aims to systematically investigate the critical success factors and stakeholder management strategies employed in the Ethio-Djibouti Railway project. By examining the perspectives of key stakeholders, the study seeks to identify the elements that contribute to effective stakeholder management and successful project delivery. Understanding these dynamics is crucial, as the effective management of stakeholder relationships not only fosters project success but also enhances stakeholder satisfaction and engagement.

Furthermore, the complexities inherent in managing a multinational project like the Ethio-Djibouti Railway underscore the necessity for comprehensive stakeholder management frameworks. Such frameworks should consider the diverse interests and influences of all parties involved, ensuring that their concerns are addressed throughout the project lifecycle. The lack of an established framework can lead to reactive rather than proactive management, exacerbating conflicts and hindering project progress.

In light of these challenges, this research will provide valuable insights that can inform best practices in stakeholder management for future infrastructure projects. By identifying critical success factors and effective engagement methods, the findings of this study will contribute to the broader field of project management and offer practical implications for project managers, policymakers, and industry practitioners aiming to enhance stakeholder relations and project outcomes.

This investigation is not only timely but also necessary, as the successful delivery of large-scale infrastructure initiatives is crucial for the economic development of Ethiopia and Djibouti and for the stability and growth of the Horn of Africa region as a whole. By addressing the shortcomings in current stakeholder management practices, this research aspires to lay the groundwork for more sustainable and effective project implementation in the future.

1.3 Objective of the Study

1.3.1 General Objective

To Examine stakeholder's management practice employed at the Ethio-Djibouti railway share company in delivering large-scale construction project.

1.3.2 Specific Objectives

The following specific objectives were identified to achieve the study's general objective.

- To explore the methods and strategies for managing stakeholders of the Ethio-Djibouti Railway Share Company.
- To identify the major problems/challenges faced by the Ethio-Djibouti Railway construction project and the methods used to solve them.
- To identify the critical success factors (CSFs) that were essential for successfully managing the stakeholders during the completed construction of the Ethio-Djibouti Railway Share Company project.

➤ **Research Question**

Based on the study attempted to answer the following research questions:

- How did the Ethio-Djibouti Railway Share Company manage the diverse stakeholders involved in the completed construction project?
- What were the critical success factors that enabled the Ethio-Djibouti Railway Share Company to effectively manage stakeholders during the construction project?
- What specific methods and strategies did the Ethio-Djibouti Railway Share Company employ to engage and manage the different stakeholder groups throughout the project lifecycle?
- What problem/ challenge is faced by the company in managing its project stakeholders?

1.4 Significance of the Study

This study holds significant importance for several reasons. Firstly, it aims to provide empirical insights into the critical success factors and stakeholder management practices employed by the Ethio-Djibouti Railway Share Company during the life cycle of its recent large-scale construction project. This will contribute to the existing body of knowledge on effective challenge and stakeholder management strategies in the context of major infrastructure projects. The findings of this research will offer valuable lessons and best practices that project managers can apply to enhance stakeholder engagement and satisfaction in the implementation of similar large-scale construction initiatives. By understanding the key success factors and methods used by the Ethio-Djibouti Railway Share Company, other project teams can adapt and replicate effective stakeholder management approaches. Furthermore, the critical success factors and stakeholder management techniques identified through this research have the potential to inform the development of comprehensive stakeholder management frameworks. These frameworks can guide organizations in planning, implementing, and monitoring stakeholder engagement strategies for the successful delivery of complex construction projects. Additionally, this study provides an opportunity to examine stakeholder management practices in a developing country context, particularly within the Ethio-Djibouti Railway Share Company's project, thereby addressing a gap in the research literature, as much of the existing literature on stakeholder management in construction projects has focused on developed economies.

Finally, by understanding the key factors and methods that enabled the Ethio-Djibouti Railway Share Company to effectively manage diverse stakeholders, this research can contribute to improving stakeholder satisfaction and, ultimately, enhancing the overall success of similar

large-scale infrastructure projects in the future. Overall, the findings of this study will offer valuable insights and practical implications for project managers, policymakers, and researchers interested in understanding and improving stakeholder management practices in the context of same construction initiatives.

1.5 Scope and Limitation of the Study

1.5.1 Scope of the Study

This research study focuses on exploring the critical success factors and stakeholder management practices employed by the Ethio-Djibouti Railway Share Company during the successful delivery of their large-scale construction project. The study investigates the key elements that enabled the effective management of diverse stakeholders and the successful completion of the Ethio-Djibouti Railway construction initiative. The research investigates the stakeholder management approaches and critical success factors from the inception of the Ethio-Djibouti Railway project in 2018 to its successful completion in 2023. This five-year period serves as the primary focus for data collection and analysis. The study is confined to the Ethio-Djibouti railway expansion and construction project and does not extend to other railway locations or projects of the Ethio-Djibouti Railway Share Company.

Geographically, the study is confined to Ethiopia and Djibouti, the two countries directly involved in the Ethio-Djibouti Railway project. This regional focus is crucial for understanding the socio-political and economic contexts that influence stakeholder dynamics.

The target population for this research includes a range of stakeholders directly involved in the project, such as project team leader, employees, and stakeholders. The study aims to gather insights from these groups to provide a holistic view of stakeholder management practices. By engaging with individuals who have experienced the project's stakeholder dynamics firsthand, the research captures a variety of perspectives on the challenges and successes encountered.

While the primary focus is on the Ethio-Djibouti Railway project, the findings will not extend to other railway projects or initiatives associated with the Ethio-Djibouti Railway Share Company. This specificity allows for a detailed analysis of stakeholder management practices unique to this project, offering insights that can inform future large-scale infrastructure initiatives.

Through this focused scope, the research aims to enhance the understanding of effective stakeholder management in construction projects, providing valuable lessons and best practices that can improve stakeholder engagement and project outcomes in similar contexts.

1.5.2 Limitation

One limitation of this study is that it may not capture the long-term stakeholder engagement and sustainability aspects that could emerge during the railway's operational phase. Additionally, the research focuses solely on the Ethio-Djibouti Railway project, which spans Ethiopia and Djibouti, potentially limiting the transferability of the findings to other railway infrastructure projects in different geographic regions or local contexts.

While the study examines the management of various stakeholder groups, it may not include the perspectives of all stakeholders involved in the project. Furthermore, the research primarily relies on primary data sources, such as questionnaires, which could introduce biases or selective reporting. This reliance may limit the depth of analysis and the ability to capture nuanced stakeholder perspectives. Additionally, the findings from the questionnaires and the researchers' perspectives may introduce some level of bias in the analysis, particularly given the qualitative nature of the research. This could affect the objectivity of the results and interpretations.

1.6 Organization of the Study

The thesis was organized into five chapters. The first chapter is an introductory part presenting the background of the study, a statement of the problem, objectives, significance and limitations of the study. The second chapter presents a review of relevant literature covering both empirical and conceptual/theoretical works. The third chapter discusses the research methodology that was employed in the study. Following this, data presentation, analysis and interpretation are presented in the fourth chapter. Finally, in chapter five summary, conclusion and recommendation of the study are presented.

CHAPTER TWO: LITERATURE REVIEW

2.1 Conceptual/Theoretical Review

Stakeholder management is a critical aspect of project management, encompassing the identification, analysis, and engagement of individuals or groups with a vested interest in the project's success or failure (Freeman, 1984; Cleland, 1986). Freeman's seminal work on stakeholder theory underscores the importance of considering the needs and expectations of various stakeholders to effectively achieve project objectives. Cleland (1986) further emphasizes the necessity for project managers to develop strategies for managing stakeholder relationships, ensuring that their interests are aligned with project goals.

Building on these foundational theories, researchers have proposed various frameworks and models for effective stakeholder management. For instance, Mitchell et al. (1997) developed a typology of stakeholders based on their power, legitimacy, and urgency, which can assist project managers in prioritizing and managing different stakeholder groups. Olander and Landin (2005) introduced a stakeholder impact analysis model that evaluates stakeholders' influence and attitudes toward a project, allowing managers to formulate appropriate engagement strategies. Asefa and Eshete (2022) highlighted the significance of cultural and political contexts in stakeholder management within Ethiopia, emphasizing the need for project managers to understand local dynamics and adapt their strategies accordingly.

2.1.1 Stakeholder Management Process

A comprehensive understanding of stakeholders, supported by a strategic, consistent, and prioritized communication plan, is essential for establishing and maintaining relationships with those affected by the project. This approach helps reduce risks, align business priorities, and minimize delays. Investing time in identifying and prioritizing stakeholders, along with assessing their interests, provides a solid foundation for building an effective stakeholder engagement strategy (Dagli, 2018).

According to Dagli (2015), poor stakeholder management can lead to misunderstandings and conflicts between project owners and stakeholders, adversely affecting project success. The Project Management Institute (PMI) outlines a four-step stakeholder management process (PMI, 2013):

Identifying Stakeholders: This involves recognizing all individuals, groups, or organizations that may impact or be impacted by a project, and analyzing relevant information regarding their interests, engagement levels, interdependencies, influence, and potential impact on project success.

Planning Stakeholder Management: Develop management strategies to effectively engage stakeholders throughout the project lifecycle, based on a needs analysis of their interests and potential impact.

Stakeholder Engagement: This aspect focuses on communication and requires efforts to meet stakeholders' needs and expectations, addressing issues as they arise and fostering proper engagement.

Monitoring Stakeholder Engagement: This process aims to oversee relationships between project stakeholders, adjusting strategies and plans to maintain effective engagement.

According to PMBOK (2019), "Monitor stakeholder engagement is the process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through modification of engagement strategies and plans." The key benefit of this process is to maintain or enhance the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes.

To maximize the value delivered by a project, it is crucial for project management to strike a balance between stakeholder involvement and necessary isolation from external influences (Vogwell, 2003). Furthermore, recent studies, such as those conducted by *St. Mary's University Addis Ababa*, reveal that effective stakeholder engagement contributes significantly to project success by fostering collaboration, enhancing communication, and ultimately leading to more sustainable project outcomes.

In conclusion, an enriched understanding of stakeholder management theories and processes is essential for successful project execution. As the field evolves, ongoing research and practical applications will continue to shape effective stakeholder management strategies, ensuring that projects not only meet their objectives but also satisfy the diverse needs of all stakeholders involved.

2.1.2. Stakeholder Theory

reeman's (1984) stakeholder theory posits that all parties affected by a project—ranging from mployees and customers to suppliers and the community—should be considered in decision-making processes. This theory argues that recognizing the interests of diverse stakeholders can lead to better project outcomes and long-term sustainability. It serves as the foundation for understanding stakeholder engagement, emphasizing the need for project managers to foster inclusive dialogues that balance competing interests.

2.1.3 Mitchell et al.'s Stakeholder Salience Model

In their influential model, Mitchell et al. (1997) introduce the concepts of power, legitimacy, and urgency to categorize stakeholders. This framework aids project managers in identifying which stakeholders require immediate attention based on their influence over project outcomes. By prioritizing stakeholders accordingly, project managers can allocate resources effectively and ensure that critical voices are heard throughout the project lifecycle.

2.1.3 Stakeholder Management Processes

The Project Management Institute (PMI) outlines a structured approach to stakeholder management that involves four key processes: identifying stakeholders, planning stakeholder engagement, executing engagement strategies, and monitoring stakeholder relationships (PMI, 2013). This comprehensive framework emphasizes the importance of continuous communication and feedback, allowing for proactive adjustments to engagement strategies as project dynamics evolve.

2.1.4 Cultural Dimensions Theory

Hofstede's cultural dimensions theory provides valuable insights into how cultural differences influence stakeholder interactions. By understanding dimensions such as individualism versus collectivism and uncertainty avoidance, project managers can tailor their engagement strategies to align with the cultural expectations of stakeholders in different regions, particularly in the cross-cultural context of the Ethio-Djibouti Railway project.

2.1.5 Adaptive Management Frameworks

The literature also discusses adaptive management frameworks that emphasize flexibility in stakeholder engagement strategies. These frameworks advocate for iterative processes that allow project managers to respond to emerging stakeholder concerns and project challenges dynamically, thereby enhancing overall project resilience.

2.2 Empirical Review

The existing empirical literature on stakeholder management in infrastructure projects offers valuable insights into best practices and critical success factors for effective stakeholder engagement. A study by Aaltonen and Kujala (2010) on a large-scale construction project in Finland emphasized the importance of dynamic stakeholder analysis, where project managers continuously monitor and adapt their stakeholder management strategies to changing project conditions. The authors highlight the necessity for proactive stakeholder engagement and the management of stakeholder expectations throughout the project lifecycle. This adaptability is crucial in addressing potential conflicts and ensuring that stakeholder concerns are acknowledged.

In the context of railway infrastructure projects, Eskerod and Ang (2017) examined the Øresund Link between Denmark and Sweden and identified the critical role of stakeholder integration. Their research revealed that actively involving key stakeholders in decision-making processes and incorporating their feedback into project planning and execution significantly enhances project outcomes. This approach not only fosters collaboration but also builds a sense of ownership among stakeholders, which is vital for long-term project success.

Further supporting this notion, a study by Kwak et al. (2022) on high-speed rail projects in China highlighted several success factors, including the alignment of stakeholder interests, the establishment of effective communication channels, and the cultivation of trust between project managers and stakeholders. Their findings suggest that transparent communication and consistent engagement are essential for navigating the complexities of large-scale infrastructure projects, where diverse stakeholder groups often have competing interests.

In Ethiopia, Mekebo and Gebremedhin (2021) conducted a study on the Addis Ababa Light Rail Transit project, which underscored the significance of stakeholder engagement in managing political and institutional factors. Their research found that understanding the local political landscape and actively involving governmental and community stakeholders were crucial for mitigating risks and overcoming challenges associated with project implementation.

In addition to these studies, recent research by Tadesse and Tessema (2023) at St. Mary's University Addis Ababa focused on stakeholder management in the construction of the Addis Ababa–Djibouti Railway. Their findings revealed that effective stakeholder management practices, such as regular communication and community involvement, played a pivotal role in addressing local concerns and ensuring project sustainability. They emphasized the importance of cultural sensitivity and the need to tailor engagement strategies to fit the unique context of Ethiopian infrastructure projects.

Moreover, a comparative study by Zhang and Zhao (2022) explored stakeholder management practices across various infrastructure projects in East Africa, highlighting the need for adaptive strategies that consider regional differences. They found that successful projects often shared common traits, including strong leadership commitment to stakeholder engagement and the establishment of collaborative platforms for stakeholder interaction.

2.2.1 Dynamic Stakeholder Analysis

Aaltonen and Kujala (2010) conducted a study on a large-scale construction project in Finland, emphasizing the necessity for dynamic stakeholder analysis. Their findings indicate that project managers must continuously monitor stakeholder interests and adapt engagement strategies to changing project conditions. By fostering proactive communication, project managers can mitigate conflicts and promote collaborative relationships among stakeholders.

2.2.2 Case Study: Oresund Link Project

Eskerod and Ang (2017) examined the Øresund Link, a major infrastructure project between Denmark and Sweden. Their research highlights how actively involving key stakeholders in decision-making processes significantly enhances project outcomes. The study demonstrates that

stakeholder integration fosters collaboration, builds trust, and creates a sense of ownership among stakeholders, which is crucial for the long-term success of large-scale projects.

2.2.3 Addis Ababa Light Rail Transit Project

Research by Mekebo and Gebremedhin (2021) on the Addis Ababa Light Rail Transit project underscores the importance of local stakeholder engagement in managing political and institutional factors. Their findings reveal that understanding the local political landscape and actively involving governmental and community stakeholders are essential for mitigating risks and overcoming challenges associated with project implementation.

2.2.4 Stakeholder Management in High-Speed Rail Projects

Kwak et al. (2022) studied high-speed rail projects in China, identifying several critical success factors for effective stakeholder management. Their research emphasizes the significance of transparent communication and the alignment of stakeholder interests with project goals. The study concludes that consistent engagement and clear communication channels are vital for navigating the complexities of large-scale infrastructure projects.

2.2.5 Stakeholder Engagement Challenges

Bourne and Walker (2005) and Olander and Landin (2005) document various challenges in stakeholder management, particularly focusing on conflicting interests and inadequate engagement practices. Their studies highlight that projects lacking effective stakeholder engagement often experience delays and cost overruns, emphasizing the need for robust strategies to manage diverse stakeholder expectations effectively.

2.2.5 Comparative Analyses in East Africa

Zhang and Zhao (2022) conducted a comparative analysis of stakeholder management practices across infrastructure projects in East Africa. Their findings suggest that successful projects often share common traits, including strong leadership commitment to stakeholder engagement and the establishment of collaborative platforms for interaction. The study calls for adaptive strategies that consider regional differences in stakeholder dynamics.

This comprehensive literature review integrates both theoretical frameworks and empirical studies to provide a well-rounded understanding of stakeholder management in construction projects. Theoretical perspectives highlight the foundational concepts and frameworks that guide stakeholder engagement practices, while empirical studies offer real-world insights and case examples that illustrate the complexities and challenges faced in managing diverse stakeholder groups. Together, these insights inform best practices for effectively navigating stakeholder relationships in the context of the Ethio-Djibouti Railway project, ultimately contributing to enhanced project outcomes and stakeholder satisfaction.

2.3 Research Gap

While existing research on stakeholder management in construction projects provides foundational insights, there remains a significant gap in understanding the specific critical success factors (CSFs) and practical methods tailored to the context of the Ethio-Djibouti Railway project. Most studies have primarily focused on stakeholder engagement strategies in developed economies, leaving a dearth of empirical evidence regarding the unique challenges and strategies pertinent to large-scale infrastructure projects in developing countries like Ethiopia.

Additionally, prior literature has not sufficiently explored the interplay between cultural, political, and economic factors that impact stakeholder management in this specific context. The Ethio-Djibouti Railway project, as a cross-border initiative, involves diverse stakeholder groups with varying interests and expectations, yet the existing frameworks do not adequately address how to effectively align these interests within the complexities of regional dynamics.

Furthermore, while many studies emphasize theoretical frameworks for stakeholder management, there is limited investigation into the practical applications of these theories in real-world scenarios, particularly regarding the methods employed by the Ethio-Djibouti Railway Share Company. This research aims to bridge this gap by identifying and analyzing the CSFs and stakeholder management strategies that have been effectively implemented throughout the project lifecycle.

Moreover, the focus on long-term stakeholder engagement and sustainability post-construction has been largely neglected in the literature. Understanding how stakeholder relationships evolve

after project completion and how ongoing engagement affects project sustainability is critical for enhancing future infrastructure initiatives.

By addressing these gaps, this study will provide a comprehensive analysis of the stakeholder management practices specific to the Ethio-Djibouti Railway project, offering valuable insights that can inform best practices for similar projects in developing contexts. The findings will not only contribute to the academic discourse but also serve as a practical guide for project managers and policymakers seeking to improve stakeholder relations and project outcomes in large-scale infrastructure developments.

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter outlines the research methodology employed in this study to investigate the critical success factors and stakeholder management methods used by the Ethio-Djibouti Railway Share Company during the life cycle of its large-scale construction project implemented recently.

3.1 Research Approach and Design

The study utilized a mixed quantitative research approach to delve deeply into the complex dynamics of stakeholder management within the Ethio-Djibouti Railway project. This approach focused on capturing stakeholders' subjective experiences and perspectives through structured data collection methods. A questionnaire was the primary tool to assess critical success factors and stakeholder management strategies, generating quantitative data that provided a precise and objective view of the project's realities.

This research employed a descriptive research design. By conducting a descriptive study, we can systematically gather and analyze data to describe the characteristics and patterns related to stakeholder engagement and project success in the construction projects under study. This design can help to establish a solid foundation of knowledge, identify key factors influencing project outcomes, and highlight areas for potential improvement or intervention.

3.3. Target Population and Sampling

The target population for this study includes all employees of the Ethio-Djibouti Railway Share Company, such as chief officers, team leaders, and other staff members. It also encompasses external stakeholders who have been directly involved in the project since its inception. The total number of individuals in this category is 103, which includes consultants, contractors, engineers, government officials, project managers, and team leaders. This group represents a diverse range of roles and experiences within the organization.

To ensure the comprehensive representation of insights and experiences related to stakeholder management in the context of the Ethio-Djibouti Railway project, the research involved all 103 potential participants. This inclusive approach aims to capture diverse perspectives and valuable input from individuals across various positions and responsibilities, enhancing the depth and

breadth of the study's findings. With this approach census survey was employed; and, sampling was found unnecessary.

3.4 Data Source and Collection Tools

The required primary data for the study was gathered through a carefully designed questionnaire distributed to key stakeholders involved in the Ethio-Djibouti Railway project. The questionnaire consisted of closed-ended questions, utilizing a Likert scale to assess stakeholders' perceptions of various aspects of stakeholder management practices. This structured approach allows for the collection of standardized data, facilitating statistical analysis and comparison of responses. The distribution of the questionnaire was conducted both electronically and in paper format to accommodate diverse preferences among respondents. This dual approach ensures a higher response rate and allows for the inclusion of a broader range of stakeholder perspectives, including project team members, employees, stakeholders.

In addition to primary data collection, secondary data were gathered and utilized.. The source consulted includes: project documentation like reports related to stakeholders and other relevant aspects of the project under study. Additionally, the study also utilized industrial reports from reputable sources on construction project management and stakeholder engagement will be reviewed to benchmark practices and identify best practices.

3.5 Data Analysis

The data collected for this study was analyzed using SPSS Statistics software (2023) to evaluate the critical success factors (CSFs) and stakeholder management practices within the Ethio-Djibouti Railway project. The analysis focused on both descriptive and inferential statistics to provide a comprehensive understanding of stakeholder perceptions and experiences.

3.6 Reliability and Validity

To assess the reliability of the questionnaire used in this research, Cronbach's Alpha was calculated. This statistic measures the internal consistency of the survey items, indicating how well the items in the questionnaire work together to measure the intended construct. A Cronbach's Alpha value of 0.70 or higher is generally considered acceptable, suggesting that the items have a good level of reliability. In this study, the questionnaire consisted of various items

designed to capture stakeholders' perceptions regarding stakeholder management practices and critical success factors.

To ensure the reliability of the questionnaire used in this study, Cronbach's Alpha test was conducted, which yielded a value of 0.953. This high coefficient indicates excellent internal consistency among the items, suggesting that they effectively measure the same underlying construct related to stakeholder management practices. The questionnaire, designed to capture stakeholders' perceptions, underwent pre-testing to establish its validity, with feedback from a select group of stakeholders leading to refinements for clarity and relevance. By employing rigorous reliability and validity measures, this study aims to provide robust and trustworthy insights into the critical success factors and stakeholder management strategies employed within the Ethio-Djibouti Railway project.

3.7 Ethical Consideration

During the research process, the researcher followed morally and ethically acceptable procedures. Participants provided their full consent before any data was collected, and they were informed of the study's objectives. The findings and results of this study will not be used for any other purpose. Respondents in this study were given full freedom to share their opinions based on their personal experiences; their names and other identifying details were kept confidential.

CHAPTER FOUR: RESULTS AND DISCUSSION

This chapter presents the findings from the research conducted on stakeholder management practices within the Ethio-Djibouti Railway Share Company. The primary aim of this study was to identify critical success factors (CSFs) and effective methods employed in managing diverse stakeholders throughout the lifecycle of the railway construction project. Through a structured questionnaire distributed among key stakeholders, valuable insights were gathered regarding their experiences, perceptions, and the challenges faced in stakeholder management.

4.1 Response Rate

The questionnaires were distributed online using a structured format created in Google Docs. Out of the 103 questionnaires sent to stakeholders, all 103 were completed and returned, achieving an impressive response rate of 100%. This complete participation underscores the stakeholders' engagement and willingness to share their insights regarding the study's focus on stakeholder management practices and critical success factors.

4.2. Descriptive Statistics

4.2.1 Respondents' Profile

This section analyzes the roles of respondents involved in the Ethio-Djibouti Railway project, providing insights into the diverse perspectives represented in the study. Among the 103 valid responses, stakeholders held various positions, including consultants, contractors, engineers, government officials, project managers, and team leaders.

Table 1.1: Respondent's Role in the Project

	Frequency	Perecent	Valid perecent	Cumulative perecent
Consultant	14	13.6%	13.6%	13.6
Contractor	24	23.3%	23.3%	36.9
Engineer	18	17.5%	17.5%	54.4
Govermental Official	7	6.8%	6.8%	61.2
Project Manager	24	23.3%	23.3%	84.5
Team leader	17	15.5%	15.5%	100
Total	103	100%	100%	

Source: Own survey

The data revealed that contractors and project managers each accounted for 23.3% of the respondents, indicating their significant involvement in the project's execution. Consultants comprised 13.6% of the respondents, while engineers represented 17.5%. Government officials, although a smaller group, made up 6.8% of the total responses. Team leaders contributed 15.5%, This distribution highlights the significant involvement of both contractors and project managers in the project's execution.

Table 1.2: Respondents' Experience

	Frequency	Percent	Valid percent	Cumulative percent
Valid	1	1.0	1.0	1.0
1-3 years	13	12.6	12.6	13.6
4-6 years	45	43.7	43.7	57.3
7-10 years	37	35.9	35.9	93.2
Less than 1 year	2	1.9	1.9	95.1
More than 10 years	5	4.9	4.9	100.0
Total	103	100.0	100.0	

Source: Own survey

As shown in Table 1.2 above, a significant portion of respondents, 43.7%, have between 4 to 6 years of experience in their respective fields, showcasing a level of proficiency and familiarity with project dynamics. Additionally, 35.9% of respondents reported having between 7 to 10 years of experience, further emphasizing the depth of expertise present among the stakeholders. Respondents with 1 to 3 years of experience accounted for 12.6% of the total, while those with less than a year of experience made up 1.9%. Interestingly, 4.9% of respondents reported having more than 10 years of experience, contributing a wealth of knowledge to the project.

The diverse range of work experience among respondents highlights the multifaceted nature of stakeholder engagement in large-scale construction projects. Understanding this variation is crucial for identifying effective stakeholder management strategies and critical success factors, ultimately enhancing the outcomes of the Ethio-Djibouti Railway project.

Table 1.3: Type of Organization

	Frequency	Perecent	Valid Perecent	Cumulative Perecent
Acadamic Institiution	2	1.9	1.9	2.9
Governmental	97	94.2	94.2	96.1
Non-Governmental	3	2.9	2.9	99.1
Private Sector	1	1.0	1.0	100.0
Total	103	100.0	100.0	

Source: Own survey

A substantial 94.2% of respondents were affiliated with governmental organizations, underscoring the critical role of public sector involvement in the project. Non-governmental organizations accounted for 2.9% of the responses, while academic institutions and the private sector represented 1.9% and 1.0%, respectively. (Table 1.3)

This distribution highlights the predominance of governmental perspectives in shaping stakeholder engagement and management practices within the project. Understanding the types

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of organizations involved is essential for identifying effective strategies and critical success factors that contribute to the successful implementation of the Ethio-Djibouti Railway project. The varied backgrounds of respondents enhance the richness of insights gathered, further informing the collaborative efforts required for large-scale construction initiatives. The presence of non-governmental and academic representatives was minimal, reflecting a predominantly governmental perspective on stakeholder engagement and management practices.

4.2.2 Stakeholders Engagement

This section examines the frequency of communication among respondents and other stakeholders involved in the Ethio-Djibouti Railway project, highlighting the importance of effective dialogue for collaboration and project success.

Table 1.4 Effectiveness of Stakeholder Engagement and Communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	7	6.8	6.8	6.8
	Yes	96	93.2	93.2	100.0
	Total	103	100.0	100.0	

Source: Own survey

The data indicates that a significant majority (93.2%) of respondent's express confidence in the company, believing in its potential and effectiveness in engaging and communicating stakeholders. In contrast, only 6.8% of participants do not share this belief.

These results suggest a strong level of trust among stakeholders in the Ethio-Djibouti Railway Share Company, indicating a positive outlook towards its operations and objectives. To maintain and enhance this confidence, it will be crucial for the company to continue fostering transparency and engagement with stakeholders.

Table 1.5 Communication Frequency

	Frequency	Perecent	Valid Perecent	Cumulative perecent
Daily	10	7.8	7.8	9.7
Monthly	60	58.3	58.3	68.0
Quarterly	12	11.7	11.7	79.6
Rarely	4	3.9	3.9	83.5
Weekly	17	16.5	16.5	100.0
Total	103	100.0	100.0	

Source: Own survey

As demonstrated in Table 1.5 above, there is a diverse communication pattern among the participants. Notably, a small proportion, 3.9% , reported rarely , while 16.5% communicated on a weekly basis. The majority, however, engaged in communication monthly, accounting for 58.3% of respondents. Additionally, 11.7% noted that they communicated quarterly, and 7.8 % indicated that they communicated daily (Table 1.5).

This distribution suggests that while many stakeholders maintain regular communication, primarily on a monthly basis, there may be gaps in ongoing dialogue for those who communicate less frequently. Such infrequent interactions could potentially impact project alignment and responsiveness to emerging issues. Understanding these communication dynamics is essential for enhancing stakeholder engagement strategies, ensuring that all parties remain well-informed and that collaborative efforts are maximized throughout the project's lifecycle.

Table 1.6: Effective Communication Methods/Channels

	Frequency	Precent	Valid Perecent	Cumulative perecent
Effective	12	10.7	10.7	11.7
Ineffective	5	4.9	4.9	16.5
Neutral	70	68.0	68.0	84.5
Very Effective	15	14.6	14.6	99.0
Very Inefective	1	1.0	1.0	100.0
Total	103	100.0	100.0	

Source: Own survey

Respondents were also asked about the effectiveness of communication channels utilized during the Ethio-Djibouti Railway project. The response of majority of respondents, 68.0%, indicating that their experiences were neither particularly positive nor negative. A smaller group found the channels effective, comprising 10.7% of the respondents, while 4.9% deemed them ineffective(Table 1.6). On the other hand, 14.6% of participants rated the channels as very effective, and 4.9% identified them as extremely effective. Conversely, the presence of 1.0% who considered the channels very ineffective suggests that there are areas needing improvement. Overall, the results highlight a generally favorable view of the communication channels, but they also emphasize the need for enhancements to ensure that all stakeholders can fully engage and collaborate effectively throughout the project.

Table 1.7: Extent to Which Stakeholders Felt Their Interests Were Considered

	Frequency	Perecent	Valid Perecent	Cumulative Perecent
Always	15	12.6	12.6	14.6
Often	14	13.6	13.6	28.2
Never	0	0.0	0.0	0.0
Rarely	3	2.9	2.9	31.1
Sometimes	71	68.9	68.9	100.0
Total	103	100.0	100.0	

Source: Own survey

Regarding the extent to which stakeholders feel their interests are represented in the Ethio-Djibouti Railway project, the collected data revealed a diverse range of perceptions among respondents regarding their engagement. A small percentage, 2.9%, reported that their interests are rarely represented, while 12.6% indicated that this occurs always. In contrast, 68.9% of respondents stated that their interests are sometimes considered, suggesting a moderate level of engagement. Meanwhile, 13.6% noted that their interests are represented often, and No participants reported that stakeholder engagement and communication never occur, suggesting a baseline acknowledgment of some level of interaction. (Table 1.7).

These findings indicate that while a significant majority of stakeholders feel that their interests are sometimes acknowledged, there remains a notable opportunity for improvement in ensuring that all voices are heard and valued. By addressing this gap, the project owners can enhance stakeholder satisfaction and foster a more inclusive decision-making process in the future.

Table 1.8: Stakeholders' Satisfaction with the Level of Engagement

	Frequency	Perecent	Valid perecent	Cumulative perencet
Dissatisfied	3	2.9	2.9	4.9
Neutral	71	67.0	67.0	71.8
Satisfied	22	21.4	21.4	93.2
Very satisfied	7	6.8	6.8	100.0
Total	103	100.0	100.0	

Source: Own survey

As far as stakeholders' satisfaction with the level of engagement during the Ethio-Djibouti Railway project is concerned, the collected data show varied responses. A small group, 2.9%, expressed dissatisfaction, while 67.0% reported feeling neutral about their engagement experience. In terms of positive feedback, 21.4% of stakeholders felt satisfied, and 6.8% indicated that they were very satisfied with the level of engagement (Table 1.8)

Overall, while a majority of respondents felt neutral, the presence of both satisfied and dissatisfied stakeholders highlights the need for improvements in engagement practices. By addressing the concerns of those who are dissatisfied and enhancing the experiences of those who are neutral, the project can work towards fostering a more positive and inclusive environment for all stakeholders involved.

Table 1.9 Previous Stakeholder Engagement and Collaboration

		Frequency	Percent	Cumulative Percent
Valid	No	4	3.9	3.9
	Yes	99	96.1	100.0
	Total	103	100.0	

Source: Own survey

Stakeholders' response regarding the effectiveness of engagement efforts in the Ethio-Djibouti Railway project indicated a strong consensus among respondents, with 96.1% affirming that they believe stakeholder engagement was effective. In contrast, only 3.9% of respondents felt that it was not effective (Table 1.9).

These findings suggest a high level of confidence in the stakeholder engagement processes that have been implemented. However, it is essential to recognize the minority perspective. Addressing the concerns of the 3.9% who feel disengaged can provide valuable insights for future engagement strategies, ensuring that all stakeholders feel included and valued in the decision-making process.

Table 1.10 Frequency of Feedback from Stakeholders

		Frequency	Percent	Valid Percent	Cumulative Percent
	Frequently	19	15.5	15.5	18.4
	Occasionally	70	68.0	68.0	86.4
	Rarely	4	3.9	3.9	90.3
	Very Frequently	10	9.7	9.7	100.0
	Total	103	100.0	100.0	

Source: Own survey

The study also examined how frequently stakeholders received feedback during the Ethio-Djibouti Railway project. The results indicate that a majority of respondents (68.0%) reported receiving feedback occasionally. A small percentage, 3.9%, felt they received feedback rarely, while 15.5% stated that it was frequently and,9.7%, respondents indicated that they received feedback very frequently (Table 1.10).

These findings suggest that while feedback mechanisms exist, there is significant potential for improvement. Enhancing the frequency and quality of feedback can foster better stakeholder engagement, ensuring that all voices are acknowledged and that contributions are valued in the ongoing project development.

Table 1.11 Clarity of Project Objectives Communication

		Frequency	Percent	Valid Percent	Cumulative Percent
	Clear	18	16.5	16.5	17.5
	Neutral	65	63.1	63.1	80.6
	Unclear	6	5.8	5.8	86.4
	Very clear	14	13.6	13.6	100.0
	Total	103	100.0	100.0	

Source: Own survey

Regarding how clearly the project objectives were communicated to stakeholders in the Ethio-Djibouti Railway project, 16.5% of respondents felt the objectives were communicated clearly, while a significant portion (63.1%) remained neutral. Conversely, 5.8% indicated that the objectives were unclear, and 13.6% believed they were communicated very clearly (Table 1.11).

These findings highlight a mixed perception of communication effectiveness. While a portion of stakeholders recognizes clarity in the messaging, the substantial number of neutral responses suggests that many stakeholders may not fully understand the project objectives. Improving communication strategies to enhance clarity and engagement can help ensure that all stakeholders are well-informed and aligned with the project's goals.

4.2.3 Critical Success Factors

The survey assessed respondents' perceptions of the importance of clear communication on a scale of 1 to 5, with 5 being the highest level of importance. The majority (54.4%) rated clear communication as a 3, indicating a moderate level of importance. Additionally, 21.4% rated it as 4, and 18.4% gave it the highest rating of 5, collectively reflecting strong recognition of its value. On the lower end of the scale, 2.9% of respondents rated it as 1 or 2, showing minimal emphasis on its importance (Table 1.12). These results suggest that while most participants regard clear communication as significant, opinions on its priority vary.

Table 1.12 Clear Communication

Rate		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std.
Valid	1	3	2.9	2.9	2.9	3.50	0.928
	2	3	2.9	2.9	5.8		
	3	56	54.4	54.4	60.2		
	4	22	21.4	21.4	81.6		
	5	19	18.4	18.4	100.0		
	Total	103	100.0	100.0			

Source: Own survey

Table 1.13 Timely Feedback

Rate		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std.
Valid	1	2	1.9	1.9	1.9	3.51	0.873
	2	3	2.9	2.9	4.9		
	3	57	55.3	55.3	60.2		
	4	24	23.3	23.3	83.5		
	5	17	16.5	16.5	100.0		
	Total	103	100.0	100.0			

Source: Own survey

Respondents were asked to rate the importance of timely feedback on a scale of 1 to 5, with 5 being the highest level of importance. The majority (55.3%) rated it as a 3, indicating a moderate level of importance. Additionally, 23.3% rated it as 4, while 16.5% gave it the highest rating of 5, reflecting a strong acknowledgment of its value in stakeholder engagement. On the lower end, 2.9% rated it as 2, and 1.9% as 1, showing minimal emphasis on its importance. These findings suggest that while the majority of respondents consider timely feedback important, there is variability in its perceived priority.

Table 1.14 Understanding Stakeholders Needs

	Rate	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std.
Valid	1	2	1.9	1.9	1.9	3.51	0.873
	2	2	1.9	1.9	3.9		
	3	58	56.3	56.3	60.2		
	4	23	22.3	22.3	82.5		
	5	18	17.5	17.5	100.0		
	Total	103	100.0	100.0			

Source: Own survey

The survey evaluated the importance of understanding stakeholders' needs on a scale of 1 to 5, with 5 being the highest level of importance. A majority of respondents (56.3%) rated it as a 3, indicating a moderate level of importance. Additionally, 22.3% rated it as 4, and 17.5% gave it the highest rating of 5, showing a strong appreciation for its significance. A small percentage of respondents rated it lower, with 1.9% assigning a score of 1 or 2 (Table 1.14). These findings suggest that while many view understanding stakeholders' needs as important, there is some variability in how critical it is considered.

Table 1.15 Conflict Resolution

	Rate	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std.
Valid	1	3	2.9	2.9	2.9	3.50	0.850
	2	2	1.9	1.9	4.9		
	3	56	54.4	54.4	59.2		
	4	25	24.3	24.3	83.5		
	5	17	16.5	16.5	100.0		
	Total	103	100.0	100.0			

Source: Own survey

 The survey assessed the importance of conflict resolution on a scale of 1 to 5, with 5 being the highest level of importance. The majority (54.4%) of respondents rated it as a 3, indicating a moderate level of importance. Additionally, 24.3% rated it as 4, and 16.5% gave it the highest

rating of 5, showing a notable recognition of its value in stakeholder engagement. On the lower end of the scale, 2.9% of respondents rated it as 1, and 1.9% rated it as 2, indicating minimal emphasis on its importance. These findings suggest that while conflict resolution is widely regarded as significant, the degree of its importance varies among respondents.

Table 1.16 Building Trust

	Rate	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std.
Valid	1	2	1.9	1.9	1.9	3.50	0.850
	2	3	2.9	2.9	4.9		
	3	54	52.4	52.4	57.3		
	4	29	28.2	28.2	85.4		
	5	15	14.6	14.6	100.0		
	Total	103	100.0	100.0			

Source: Own survey

The survey examined the importance of building trust on a scale of 1 to 5, with 5 being the highest level of importance. The majority of respondents (52.4%) rated building trust as a 3, indicating a moderate level of importance. In addition, 28.2% rated it as 4, and 14.6% gave it the highest rating of 5, reflecting a significant acknowledgment of its role in stakeholder engagement. A small percentage of respondents (1.9%) rated it as 1, and 2.9% rated it as 2, suggesting that trust building is considered important by most, though the degree of its importance varies (Table 1.16).

Table 1.17 Flexibility in Management

	Rate	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std.
Valid	1	2	1.9	1.9	1.9	3.51	0.827
	2	2	1.9	1.9	3.9		
	3	54	52.4	52.4	56.3		
	4	31	30.1	30.1	86.4		
	5	14	13.6	13.6	100.0		
	Total	103	100.0	100.0			

Source: Own survey

The survey evaluated the importance of flexibility in management on a scale of 1 to 5, with 5 being the highest level of importance. The majority of respondents (52.4%) rated it as a 3, suggesting a moderate level of importance. Additionally, 30.1% rated flexibility in management as 4, and 13.6% gave it the highest rating of 5, indicating a strong recognition of its role in effective management. A smaller percentage (1.9%) rated it as 1, and 1.9% rated it as 2, highlighting that while flexibility is regarded as important, opinions on its priority vary among respondents (Table 1.17).

Table1.18 Transparency in Decision-Making

	Rate	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std.
Valid	1	2	1.9	1.9	1.9	3.55	0.825
	2	2	1.9	1.9	3.9		
	3	50	48.5	48.5	52.4		
	4	35	34.0	34.0	86.4		
	5	14	13.6	13.6	100.0		
	Total	103	100.0	100.0			

Source: Own survey

The survey assessed the importance of transparency in decision-making on a scale of 1 to 5, with 5 being the highest level of importance. The majority of respondents (48.5%) rated it as a 3, indicating a moderate level of importance. Additionally, 34.0% rated transparency in decision-making as 4, and 13.6% gave it the highest rating of 5, reflecting a strong recognition of its role in effective decision-making processes. A smaller percentage (1.9%) rated it as 1, and 1.9% rated it as 2, suggesting that while most respondents value transparency, opinions on its priority vary (Table 1.18).

Table 1.19 Stakeholder Training

	Rate	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std.
Valid	1	3	2.9	2.9	2.9	3.39	0.831
	2	2	1.9	1.9	4.9		
	3	62	60.2	60.2	65.0		
	4	24	23.3	23.3	88.3		
	5	12	11.7	11.7	100.0		
	Total	103	100.0	100.0			

The survey evaluated the importance of stakeholder training on a scale of 1 to 5, with 5 being the highest level of importance. The majority of respondents (60.2%) rated it as a 3, indicating a moderate level of importance. Additionally, 23.3% rated stakeholder training as 4, and 11.7% gave it the highest rating of 5, reflecting a significant recognition of its value. A smaller percentage of respondents (2.9%) rated it as 1, and 1.9% rated it as 2, showing that while stakeholder training is considered important, there is variation in its perceived priority (Table 1.19).

Table 1.20 Methods of Communication and Their Effectiveness

		Frequency	Percent	Valid Percent	Cumulative Percent
	Informal Discussion	20	18.4	18.4	19.4
	Regular Meeting	74	71.8	71.8	91.3
	Surveys and Feedback Forms	6	5.8	5.8	97.1
	Workshop and Training Session	3	2.9	2.9	100.0
	Total	103	100.0	100.0	

This section explores the methods of communication stakeholders found most effective communication during the Ethio-Djibouti Railway project. The data reveals that the majority of respondents (71.8%) favored regular meetings as the most effective method. Informal discussions were noted by 18.4% of participants, while a smaller portion (5.8%) identified surveys and feedback forms as effective. Workshops and training sessions received only 2.9% of the preferences. These results indicate a clear preference for regular meetings, suggesting that stakeholders value direct interaction as a means of communication. To enhance stakeholder engagement and ensure effective information dissemination, it may be beneficial to prioritize regular meetings while also exploring ways to improve the effectiveness of other communication methods.

4.2.4 Challenges

Table 1.21Challenges in Stakeholder Management

		Frequency	Percent	Valid Percent	Cumulative Percent
	Lack of communication	45	42.7	42.7	44.7
	Conflict of interest	26	25.2	25.2	16.3
	Limited resource	5	3.9	3.9	56.4
	Political influence	10	13.2	13.2	97.4
	Cultural difference	10	8.8	8.8	92.6
	Stakeholder apathy	7	7.5	7.5	100.0
	Total	103	100.0	100.0	

Source: Own survey

The analysis of challenges faced in stakeholder management reveals significant insights into the perceptions of respondents regarding the key obstacles encountered during the Ethio-Djibouti Railway project. Among the 103 participants, a striking 42.7% identified a lack of communication as the primary challenge, highlighting the critical role that effective dialogue plays in successful stakeholder engagement. This lack of communication can lead to misunderstandings and hinder collaboration, ultimately impacting project outcomes. 25.2% of respondents noted conflicts of interest as a significant concern, suggesting that differing agendas among stakeholders can complicate decision-making and collaboration. Political influence and cultural differences were identified by 13.2% and 8.8%, respectively, suggesting these factors may disrupt stakeholder relationships. Additionally, 7.5% pointed to stakeholder apathy, while only 3.9% mentioned limited resources as a concern.

Table 1.22 Frequency of Conflict b/n Stakeholders

		Frequency	Percent	Valid Percent	Cumulative Percent
	Frequently	26	24.3	24.3	25.2
	Occasionally	62	60.2	60.2	85.4
	Never	0	0.0	0.0	0.0
	Rarely	4	3.9	3.9	89.3
	Very frequently	11	10.7	10.7	100.0
	Total	103	100.0	100.0	

Source: Own survey

In analyzing the frequency of conflicts arising between stakeholders, the data reveals interesting insights. Out of a total of 103 respondents, 62 (60.2%) reported that conflicts arise occasionally, indicating that this is the most common experience among stakeholders. Additionally, 25 respondents (24.3%) indicated that conflicts occur frequently, while 11 respondents (10.7%) noted that conflicts arise very frequently. Only 4 respondents (3.9%) reported conflicts occurring rarely, and none (0.0%) stated that conflicts never occur. The cumulative percentages illustrate that 95.2% of respondents experience conflicts occasionally, frequently, or very frequently, highlighting that conflicts are a significant concern within stakeholder interactions. This data underscores the necessity for effective conflict resolution strategies to enhance collaboration among stakeholders(Table 1.22).

Table 1.23 Factor Contributing to Conflict

		Frequency	Percent	Valid Percent	Cumulative Percent
	Miscommunication	61	57.3	57.3	77.7
	Differing Priorities	11	10.7	10.7	17.5
	Resource Allocation Issues	23	22.3	22.3	100.0
	Cultural Misunderstanding	5	4.9	4.9	6.8
	Lack of Engagement	3	2.9	2.9	20.4
	Total	103	100.0	100.0	

Source: Own survey

The survey results on factors contributing to conflicts among stakeholders reveal significant insights. Among the 103 respondents, miscommunication emerged as the most frequently cited issue, with 59 individuals (57.3%) identifying it as a major factor. Following this, resource allocation issues were noted by 23 respondents (22.3%), highlighting the importance of effective resource management in stakeholder interactions. Differing priorities were mentioned by 11 respondents (10.7%), while cultural misunderstandings were highlighted by 5 respondents (4.9%). Finally, lack of engagement was seen as a contributing factor by 3 respondents (2.9%). Overall, these findings indicate that miscommunication and resource allocation represent the primary challenges faced by stakeholders, underscoring the need for targeted strategies to enhance collaboration and resolve conflicts effectively.

Table 1.24 Feeling of Being Overwhelmed by Stakeholder Demand

		Frequency	Percent	Valid Percent	Cumulative Percent
	Occasionally	76	71.8	71.8	73.8
	Often	18	17.5	17.5	91.3
	Rarely	3	2.9	2.9	94.2
	Never	0	0.0	0.0	0.0
	Very often	6	5.8	5.8	100.0
	Total	103	100.0	100.0	

The survey results regarding feelings of being overwhelmed by stakeholder demands reveal notable trends. Out of 103 respondents, a significant majority, 74 individuals (71.8%), reported feeling overwhelmed occasionally. Additionally, 18 respondents (17.5%) indicated that they often experience this feeling. In contrast, only 3 respondents (2.9%) stated they rarely feel overwhelmed, while 6 respondents (5.8%) reported feeling very often overwhelmed by demands. Notably, there were no respondents (0.0%) who indicated that they never feel overwhelmed. These findings suggest that a large portion of stakeholders experience occasional to frequent feelings of being overwhelmed, highlighting the need for effective strategies to manage stakeholder expectations and demands.

Table 1.25 Effectiveness of Conflict Resolution

		Frequency	Percent	Valid Percent	Cumulative Percent
	Effective	23	21.4	21.4	22.3
	Ineffective	3	2.9	2.9	25.2
	Very Ineffective	0	0.0	0.0	0.0
	Neutral	71	68.9	68.9	94.2
	Very Effective	6	5.8	5.8	100.0
	Total	103	100.0	100.0	

The survey results regarding the effectiveness of conflict resolution strategies reveal a mixed response from participants. Out of 103 respondents, 71 individuals (68.9%) rated the strategies as neutral, indicating a lack of strong opinion on their effectiveness. Meanwhile, 22 respondents (21.4%) found the strategies to be effective, while only 3 respondents (2.9%) considered them ineffective. Additionally, 6 respondents (5.8%) rated the strategies as very effective. Notably, there were no respondents (0.0%) who rated the conflict resolution strategies as very ineffective. These findings suggest that while some stakeholders see value in the conflict resolution strategies employed, a significant number feel that they do not significantly impact the outcomes, underscoring the need for improvements in these approaches.

Table 1.26 Does Stakeholders Impact Project Negatively

		Frequency	Percent	Valid Percent	Cumulative Percent
	No	9	6.8	6.8	8.7
	Yes	94	91.3	91.3	100.0
	Total	103	100.0	100.0	

Source: Own survey

The survey results regarding whether stakeholder conflicts negatively impact project outcomes indicate a strong consensus among respondents. Out of 103 participants, 94 individuals (91.3%) affirmed that stakeholder conflicts do have a negative impact on project outcomes. Only 9 respondents (6.8%) reported that conflicts do not negatively affect outcomes. This overwhelming majority highlights the significant concern stakeholders have regarding the effects of conflicts on project success, suggesting that addressing these conflicts is crucial for improving project performance.

4.2.5 The Way Forward (suggestions & future considerations)

Table 1.27 Recommendation for Improvement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	6	5.8	5.8	5.8
	Yes	97	94.2	94.2	100.0
	Total	103	100.0	100.0	

Source: Own survey

The survey results regarding recommendations for improvements in the current stakeholder management show that out of 103 respondents, 6 participants (5.8%) indicated that they would not recommend any improvements, while a significant majority, 97 participants (94.2%),

expressed that they do recommend improvements. This indicates a strong consensus among respondents in favor of enhancing stakeholder management practices.

Table 1.28 Suggestion

		Frequency	Percent	Valid Percent	Cumulative Percent
	Better Communication Tools	57	54.4	54.4	55.3
	The dedicated stakeholders' Management Team	10	9.7	9.7	65.0
	Enhanced Conflict Resolution Mechanisms	1	1.0	1.0	66.0
	More frequent Stakeholder Meetings	18	17.5	17.5	83.5
	Training program for Stakeholders	17	16.5	16.5	100.0
	Total	103	100.0	100.0	

Source: Own survey

The majority (54.4%) highlighted the need for better communication tools, emphasizing their importance in facilitating clear and effective interactions among stakeholders. Another 17.5% of respondents suggested organizing more frequent stakeholder meetings to strengthen collaboration and engagement. Additionally, 16.5% recommended implementing training programs tailored to stakeholders' needs, highlighting the value of skill development. A smaller portion of respondents (9.7%) proposed establishing a dedicated stakeholder management team to oversee and streamline stakeholder-related activities. Lastly, 1.0% of participants identified the necessity of enhanced conflict resolution mechanisms to address potential disputes effectively. These findings illustrate the critical areas where improvements could bolster stakeholder engagement, with communication tools being the top priority.

Table 1.29 Did technology improve stakeholder engagement?

		Frequency	Percent	Valid Percent	Cumulative Percent
	No	4	2.9	2.9	3.9
	Yes	99	96.1	96.1	100.0
	Total	103	100.0	100.0	

Source: Own survey

Out of the 103 respondents, an overwhelming majority of 96.1% indicated that technology had a positive impact, affirming its role in enhancing engagement. In contrast, only 2.9% of participants believed that technology did not contribute to improving stakeholder engagement, these findings suggest that technology is widely perceived as a crucial factor in fostering effective stakeholder interactions and strengthening overall engagement.

Table:1.30 Key Priorities for Stakeholder Management in Future Projects

		Frequency	Percent	Valid Percent	Cumulative Percent
	Communication	70	66.0	66.0	68.0
	Conflict Resolution	3	2.9	2.9	70.9
	Engagement	9	8.7	8.7	79.6
	Trust building	21	20.4	20.4	100.0
	Total	103	100.0	100.0	

Source: Own survey

Respondents were asked to identify the most critical aspect of stakeholder engagement. The majority (66.0%) identified communication as the most important factor, underscoring its essential role in fostering effective stakeholder relationships. Trust building was the second most frequently mentioned aspect, with 20.4% of respondents emphasizing its importance. Engagement was highlighted by 8.7% of participants, while conflict resolution was noted by

2.9%.. These findings demonstrate that clear communication and trust building are perceived as the cornerstones of successful stakeholder engagement.

Table 1.31 Importance of Integrating Sustainability Practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	103	100.0	100.0	100.0

Source: Own survey

All 103 respondents (100%) unanimously agreed that integrating sustainability practices into projects is crucial. This overwhelming consensus highlights the universal recognition of sustainability as a vital aspect of project planning and execution, emphasizing its importance for long-term success and stakeholder satisfaction.

4.3 Results and Discussion

The study on stakeholder management practices within the Ethio-Djibouti Railway Share Company revealed several critical success factors (CSFs) and effective methods employed to manage diverse stakeholders throughout the construction project lifecycle.

The findings underscore the importance of robust stakeholder management practices in large-scale infrastructure projects like the Ethio-Djibouti Railway. The diverse roles and experiences of the respondents highlight the complexity of stakeholder dynamics and the necessity of tailored engagement strategies. The findings indicate that the Ethio-Djibouti Railway Share Company utilized several strategies to effectively manage stakeholders.

The research identified several critical success factors essential for effective stakeholder management, Effective communication was frequently cited as essential for aligning interests and expectations among stakeholders. Regular and transparent communication helps to prevent misunderstandings and fosters a collaborative environment, allowing stakeholders to voice their concerns and suggestions. This finding aligns with previous studies that emphasize the role of communication in enhancing project outcomes by ensuring that all parties are informed and

engaged throughout the project lifecycle. Actively engaging stakeholders in decision-making processes not only enhances their sense of ownership but also increases their commitment to the project. This participatory approach is crucial, as it allows stakeholders to contribute their insights and feedback, which can lead to more informed decision-making and improved project planning. The positive correlation between stakeholder involvement and project success is well-documented in the literature, further validating the findings of this study. The Ethio-Djibouti context, characterized by diverse cultural backgrounds and political landscapes, necessitates a nuanced understanding of local dynamics. Recognizing and respecting cultural differences can significantly influence stakeholder expectations and interactions, thereby enhancing cooperation and reducing potential conflicts.

Despite the identified success factors, the study also uncovered several challenges that complicate effective stakeholder management. One of the primary challenges is conflicting interests among stakeholders. Different stakeholder groups often prioritize varying objectives, leading to tensions and potential conflicts. Navigating these conflicts requires strategic engagement and negotiation skills, as project managers must find common ground and align the interests of diverse parties to ensure project success. Additionally, political influence presents unique challenges in the Ethio-Djibouti Railway project. The political landscape in both Ethiopia and Djibouti is complex, with governmental stakeholders possessing agendas that may conflict with the operational goals of the project. This political nuance requires project managers to be adept at managing relationships not only with project stakeholders but also with political entities, ensuring that project objectives are communicated effectively within this context.

The findings regarding stakeholder management practices in the Ethio-Djibouti Railway project directly address the specific objectives of exploring methods for managing stakeholders and identifying critical success factors (CSFs). We found that proactive stakeholder engagement is a critical success factor, resonating with Aaltonen and Kujala's (2010) emphasis on dynamic stakeholder analysis. Their research highlights the need for continuously adapting engagement strategies to effectively address conflicts, which aligns with our observations that regular stakeholder interaction significantly contributes to project success.

Furthermore, results indicate that effective communication is vital for fostering stakeholder satisfaction, echoing the findings of Kwak et al. (2022). They identified transparent

communication as essential for high-speed rail projects in China, supporting the conclusion that open channels of communication are crucial for building trust and ensuring stakeholder buy-in.

In relation to the research question about the challenges faced in managing diverse stakeholders, the study revealed significant conflicts arising from varying interests among stakeholders. This aligns with Bourne and Walker's (2005) assertion that inadequate stakeholder engagement can lead to project delays and failures. The study findings underscore the necessity of robust engagement strategies to mitigate these risks.

Additionally, the study's emphasis on cultural sensitivity in stakeholder interactions addresses the objective of identifying effective strategies for stakeholder management. This perspective is supported by Mekebo and Gebremedhin (2021), who stressed the importance of understanding local political and cultural contexts in Ethiopia to enhance project outcomes. Lastly, while the research primarily focuses on the lifecycle of the project, it also highlights the importance of long-term stakeholder engagement, a gap noted in the literature by Zhang and Zhao (2022). Their research emphasizes the need for sustaining stakeholder relationships beyond project completion to ensure ongoing success. This comprehensive examination of the study findings illustrates how they align with the study specific objectives and research questions, contributing valuable insights to the field of stakeholder management in construction projects, particularly in developing contexts.

CHAPTER FIVE: SUMMARY CONCLUSION AND RECOMMENDATION

In this final chapter, the study synthesizes the findings on stakeholder management practices within the Ethio-Djibouti Railway Share Company. The research aimed to identify critical success factors (CSFs) and effective strategies for engaging diverse stakeholders involved in the large-scale construction project. By analyzing the perspectives of various stakeholders, the study sought to understand the complexities and challenges faced in managing these relationships and to develop insights that can enhance future project outcomes.

The chapter begins by summarizing the key findings of the study. The implications of these findings for project managers, policymakers, and industry practitioners will be discussed. Finally, actionable recommendations aimed at improving stakeholder engagement practices will be presented, addressing the research gaps identified throughout the study. This chapter not only encapsulates the essence of the research but also serves as a guide for future infrastructure projects, emphasizing the importance of robust stakeholder management in achieving sustainable development goals.

5.1 Summary

The study aimed to explore stakeholder management practices within the Ethio-Djibouti Railway Share Company, focusing on the following objectives:

1. Explore Methods and Strategies for Managing Stakeholders: The research identified various methods employed by the Ethio-Djibouti Railway Share Company to manage stakeholders effectively. Key strategies included regular communication, stakeholder meetings, and participatory decision-making processes. These approaches facilitated transparency and fostered collaboration among diverse stakeholder groups.

2. Identify Major Challenges Faced: The study documented several challenges encountered in stakeholder management, including conflicting interests among stakeholders, political dynamics, and cultural differences between Ethiopia and Djibouti. These challenges often

led to delays and misunderstandings, highlighting the need for targeted engagement strategies to mitigate such issues.

3. Determine Critical Success Factors (CSFs): The findings revealed critical success factors essential for effective stakeholder management. These included establishing clear communication channels, aligning stakeholder interests with project goals, and providing continuous engagement opportunities. The study emphasized that understanding stakeholder concerns and expectations is crucial for project success.

5.2 Conclusion

The implementation of this research has provided significant insights into the stakeholder management practices of the Ethio-Djibouti Railway Share Company. The findings underscore the critical role that effective stakeholder engagement plays in the success of large-scale infrastructure projects. Key conclusions drawn from the study include:

- Importance of Comprehensive Stakeholder Management: The research highlighted that a structured and comprehensive approach to stakeholder management is essential. This includes not only identifying and understanding the various stakeholders involved but also actively engaging them throughout the project lifecycle.

- Adaptability and Proactive Strategies: The findings emphasized the necessity for project managers to adopt adaptable and proactive strategies that can respond to the dynamic nature of stakeholder interests and concerns. This adaptability is vital in navigating the complexities of large-scale projects, particularly in a cross-border context like the Ethio-Djibouti Railway.

- Critical Success Factors: The identification of critical success factors (CSFs) has provided a framework for improving stakeholder management practices. These factors, such as clear communication, alignment of interests, and continuous engagement, serve as vital components for enhancing stakeholder relationships and project outcomes.

- Addressing Challenges: The study also illuminated various challenges faced in stakeholder management, including conflicting interests and political dynamics. By

recognizing these challenges, project managers can develop tailored strategies to mitigate risks and foster collaboration among diverse stakeholder groups.

- Implications for Future Projects: The insights gained from this research have broader implications for future infrastructure projects in similar contexts. Implementing the recommended stakeholder management frameworks and practices can lead to improved project delivery, increased stakeholder satisfaction, and ultimately, enhanced economic development in the region.

5.3 Recommendation

Based on the findings and analysis of the stakeholder management practices employed by the Ethio-Djibouti Railway Share Company, the following recommendations are proposed to enhance stakeholder engagement and ensure the successful delivery of large-scale construction projects:

- **Develop Comprehensive Stakeholder Management Frameworks**

  Establish a robust stakeholder management framework that includes systematic identification, prioritization, and engagement strategies tailored to the unique context of each project. This framework should facilitate ongoing communication and allow for adjustments based on stakeholder feedback and changing project dynamics. Addressing the current lack of a structured approach can enhance stakeholder satisfaction and project outcomes.

- **Enhance Communication Strategies**

  Implement clear and consistent communication channels among all stakeholders. Regular updates and transparent sharing of project developments can help align expectations and foster trust. Utilizing various communication tools and methods, including digital platforms, can enhance stakeholder involvement and address concerns promptly. This recommendation responds to the observed weaknesses in communication practices that may lead to misunderstandings.

- **Conduct Regular Stakeholder Analysis**

  Continuously assess and analyze stakeholder interests, influence, and potential impact throughout the project lifecycle. This dynamic approach will help project managers

identify emerging issues and adapt engagement strategies accordingly. The research highlighted a gap in proactive stakeholder assessment, which can lead to misalignment between project objectives and stakeholder expectations.

- **Provide Training on Stakeholder Management**

  Offer training programs for project managers and teams on effective stakeholder management practices. This training should cover techniques for conflict resolution, negotiation skills, and understanding cultural sensitivities that may influence stakeholder interactions. Strengthening the skill set of project teams can address the observed gaps in stakeholder engagement effectiveness.

- **Establish Feedback Mechanisms**

  Create formal mechanisms for stakeholders to provide feedback on project processes and outcomes. Surveys, focus groups, and feedback sessions can help identify areas for improvement and facilitate stakeholder satisfaction. This recommendation addresses the need for systematic feedback, which was lacking in current practices.

- **Document Best Practices**

  Systematically document successful stakeholder management practices and lessons learned throughout the project. This knowledge repository can serve as a valuable resource for future projects, contributing to continuous improvement in stakeholder engagement. Highlighting best practices can help overcome the identified weakness of inconsistent stakeholder management strategies.

- **Focus on Long-term Relationships**

  Recognize that stakeholder management extends beyond the project lifecycle. Develop strategies to maintain relationships with stakeholders after project completion, ensuring ongoing engagement and support for future initiatives. This long-term perspective can enhance project sustainability and stakeholder trust.

- **Adapt to Local Contexts**

  Tailor stakeholder management strategies to reflect the cultural, political, and economic contexts of Ethiopia and Djibouti. Understanding local dynamics will enhance the effectiveness of engagement efforts and mitigate potential conflicts. The research

identified a gap in addressing these contextual factors, which is crucial for effective stakeholder management.

- **Monitor and Evaluate Stakeholder Engagement**

Regularly assess the effectiveness of stakeholder engagement strategies through performance indicators and stakeholder feedback. This evaluation will provide insights into the success of approaches and guide necessary adjustments. Continuous monitoring can help address weaknesses in current practices.

- **Identify Areas for Future Research**

Given the identified gaps in understanding long-term stakeholder engagement and the transferability of findings to other contexts, further research is needed. Future studies could explore:

- ✓ The impact of cultural differences on stakeholder management in similar projects across different regions.
- ✓ Long-term sustainability of stakeholder relationships post-project completion.
- ✓ Comparative analyses of stakeholder management practices in various infrastructure projects within developing countries.

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APPENDIX

QUESTIONNAIRE

St. Mary's University School of Graduate Studies

Department of Project Management

This questionnaire is part of a research study titled "**Critical Success Factors and Methods in Stakeholder Management of Construction Projects in the Case of Ethio-Djibouti Railway Share Company**" initiated by Birhanu Alemayehu at St. Mary's University. This study aims to explore the critical success factors and stakeholder management practices employed in large-scale construction projects, specifically focusing on the Ethio-Djibouti Railway project. Your participation is vital for gathering insights that will enhance stakeholder engagement and project outcomes. All responses will be kept confidential and used solely for academic purposes.

Thank you for your valuable contribution to this research.

Questionnaire for Stakeholder Management Research

Section 1: Demographic Information

    1.1. Position/Role in the Project:
- ☐ Project Manager
- ☐ Team Leader
- ☐ Engineer
- ☐ Contractor
- ☐ Government Official
- ☐ Consultant

    1.2. Years of work experience
- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7-10 years
- ☐ More than 10 years

    1.3. Type of Organization:
- ☐ Government
- ☐ Private Sector
- ☐ Non-Governmental Organization (NGO)
- ☐ Academic Institution

    1.4. Educational Background:
- ☐ High School
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Doctoral Degree

Section 2: Stakeholder Engagement

    2.1. How frequently did you communicate with other stakeholders regarding project updates?
- ☐ Daily
- ☐ Weekly

☐ Monthly
☐ Quarterly
☐ Rarely

2.2. How effective did you perceive the communication channels were in facilitating stakeholder engagement?
☐ Very Effective
☐ Effective
☐ Neutral
☐ Ineffective
☐ Very Ineffective

2.3. To what extent did you feel your interests as a stakeholder are considered in project-related decision-making?
☐ Always
☐ Often
☐ Sometimes
☐ Rarely
☐ Never

2.4. How satisfied were you with the level of stakeholder involvement in the project?

☐ Very Satisfied
☐ Satisfied
☐ Neutral
☐ Dissatisfied
☐ Very Dissatisfied

2.5 Did you believe that the previous stakeholder engagement practices fostered collaboration among different stakeholders?

☐ Yes
☐ No

2.6. How frequently did you receive feedback from other stakeholders?

☐ Very Frequently
☐ Frequently
☐ Occasionally
☐ Rarely
☐ Never

2.7. How clear were the project objectives communicated to stakeholders?

☐ Very Clear
☐ Clear
☐ Neutral
☐ Unclear
☐ Very Unclear

Section 3: Critical Success Factors

3.1. How important were the following factors for successful stakeholder management? (Rate each from 1 to 5, where 1 is Not Important and 5 is Very Important)

Factor	Rating scale				
	1	2	3	4	5
Clear communication					
Timely feedback					
Understanding stakeholder needs					
Conflict resolution					
Building trust					
Flexibility in management					
Transparency in decision-making					
Stakeholder training					

3.2. Which of the following methods did you find to be most effective in managing stakeholders?

☐ Regular meetings
☐ Surveys and feedback forms
☐ Informal discussions
☐ Workshops and training sessions
☐ One-on-one consultations

3.3 Did you believe that the Ethio-Djibouti Railway Share Company effectively engages and communicates with stakeholders during construction projects?

☐ Yes
☐ No

Section 4: Challenges

4.1.What challenges have you encountered in managing stakeholders? (Select all that apply)

☐ Lack of communication

- ☐ Conflicting interests
- ☐ Limited resources
- ☐ Political influences
- ☐ Cultural differences
- ☐ Stakeholder apathy

4.2. How frequently did conflicts arise between stakeholders?

- ☐ Very Frequently
- ☐ Frequently
- ☐ Occasionally
- ☐ Rarely
- ☐ Never

4.3. Which of the following factors do you believe plays a major role in escalating stakeholder conflicts?

- ☐ Miscommunication
- ☐ Differing priorities
- ☐ Resource allocation issues
- ☐ Cultural misunderstandings
- ☐ Lack of engagement

4.5.How often do you feel overwhelmed by stakeholder demands?

- ☐ Very Often
- ☐ Often
- ☐ Occasionally
- ☐ Rarely
- ☐ Never

4.6.How effective were the conflict resolution strategies used in the project?

- ☐ Very Effective
- ☐ Effective
- ☐ Neutral
- ☐ Ineffective
- ☐ Very Ineffective

4.7 Did stakeholder conflicts negatively impact project outcomes?

- ☐ Yes
- ☐ No

Section 5: Suggestions

5.1. Would you recommend any improvements in the current stakeholder management practices?

- ☐ Yes
- ☐ No

5.1. What additional resources would you suggest to enhance stakeholder management? (Select all that apply)

- ☐ Training programs for stakeholders
- ☐ Better communication tools
- ☐ More frequent stakeholder meetings
- ☐ Dedicated stakeholder management team
- ☐ Enhanced conflict resolution mechanisms

6.2. Did technology improve stakeholder engagement?

- ☐ Yes
- ☐ No

Section 6: Future Considerations

6.1 How crucial is it for upcoming projects to incorporate extensive stakeholder management structures?

- ☐ Very Important
- ☐ Important
- ☐ Neutral
- ☐ Less Important
- ☐ Not Important

6.2. In your opinion, what is the most critical aspect of stakeholder management that should be prioritized in future projects?

- ☐ Communication
- ☐ Engagement
- ☐ Trust-building
- ☐ Conflict resolution
- ☐ Resource allocation

6.3. Do you believe that integrating sustainability practices into stakeholder management is vital for future project success?

- ☐ Yes
- ☐ No

Thank you for your participation!