APPRAISAL OF STAKEHOLDER MANAGEMENT PRACTICE IN TERTIARY EDUCATION TRUST FUND (TETFUND) CONSTRUCTION PROJECTS

By

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(MSc/ENV-DESIGN/0387/2011-2012)

A THESIS SUBMITTED TO THE SCHOOL OF POST GRADUATE STUDIES,
AHMADU BELLO UNIVERSITY, ZARIA

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A
MASTER DEGREE IN PROJECT MANAGEMENT.

DEPARTMENT OF QUANTITY SURVEYING,
FACULTY OF ENVIRONMENTAL DESIGN,
AHMADU BELLO UNIVERSITY, ZARIA
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SEPTEMBER, 2014

DECLARATION

I declare that the work in this Thesis entitled "Appraisal of stakeholder management practice in Tertiary Education Trust Fund (TETFUND) construction projects" has been carried out by me in the Department of Quantity Surveying, Ahmadu Bello University (ABU) Zaria.

The information derived from the literature has been duly acknowledged in the text and a list of references provided. No part of this thesis has been previously presented for another degree or diploma at this or any other Institution.

Name of Student	Signature	Date

CERTIFICATION

This thesis entitled "APPRAISAL OF STAKEHOLDER MANAGEMENT PRACTICE IN TERTIARY EDUCATION TRUST FUND (TETFUND) CONSTRUCTION PROJECTS" by Muhammad Laminu IBRAHIM meets the regulations governing the award of the degree of M.Sc. Project Management of the Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

This research thesis is dedicated to my beloved parents: IBRAHIM NUHU and MARYAM IBRAHIM.

ACKNOWLEDGEMENT

All praise is to Allah (S.W.A) Who Has guided and made it possible for me to successfully complete my pursuit for a Master's degree.

I would like to appreciate every one that has contributed in one way or the other to the success of this work, especially the tertiary institutions and firms that participated in this research thesis for providing the necessary data needed for the study.

I also wish to express my sincere gratitude to my supervisory team; Dr. Y.M. Ibrahim and Dr. A. D. Ibrahim, for their guidance, invaluable advice, constructive criticism and encouragement, towards the successful completion of this work. I owe a debt of gratitude to B. A. Kolo for his contribution to the success of this work. I appreciate all the academic staff of the Quantity Surveying Department; Dr. K.J. Adogbo, Mr. M. Abdulrazaq, Mr. P. G. Chindo and several other lecturers of the department as well as Dr. D.D. Danwata of the Building Department, for their immeasurable contributions, valuable times and motivations given to me during the entire life span of my studies in A.B.U. Zaria.

My profound gratitude goes to my loving parents for their unflinching support throughout the course of this work, financially and morally; and standing by me since the beginning of my existence. Special regards to my reliable step mum (Haj. Binta) and caring wife (Amina), as well as my brothers and sisters, who assisted me in one way or the other during my entire studies.

Finally, my appreciation goes to Ahmad Jibril, Aliyu Ishaq, Hassan Ahmadu, Suleiman Albaba, Sanusi Charanchi, Mubarak Lawal, Abdullahi Muh'd, Nura Wada, Mahmud M. Yahya, Kabir Ladan Wapa, Ibrahim Jabir, Late Mal. Ishaq (Bagobiri mai wankin Hula) and the entire members of my class, for their contributions and for making my programme worthwhile.

ABSTRACT

Several researchers have identified the importance of managing stakeholders as major criteria for determining project success. Project success has now extended beyond completing projects within budgets, schedule and set standards as traditionally viewed. Satisfying key stakeholders is another criteria used in evaluating project success, thus stakeholder management is an important aspect of project management. In Nigeria, studies conducted in the research area have not assessed the adoption of stakeholder management. Therefore, this study appraises the concept in TETFUND construction projects. Interviews were conducted with project managers that have managed TETFUND construction projects in higher institutions. Comparative content analysis was used for analysing the interview responses. The results show the level of awareness and application of the concept within the firms; communication identified as the major tool for managing project stakeholders; and the major barriers encountered in managing stakeholders. Despite the awareness and acknowledgements of the importance of managing stakeholders, there is no proper adoption of the guidelines for stakeholder management as stated in literature. The study recommends that proper adoption of stakeholder analysis and engagement steps should be embraced by consulting project management firms in managing project stakeholders.

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GLOSSARY OF ABBREVIATIONS

Ahmadu Bello University (ABU)

Critical Success Factors (CSF)

Nigerian Construction Industry (NCI)

Project Management (PM)

Project Management Institute (PMI)

Tertiary Education Trust Fund (TETFUND)

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

The development of every country directly depends on its construction as it provides fixed assets and serves as a major aspect of production to other sectors of the economy. The construction industry helps in providing infrastructures that improve the life of its citizens. The Nigerian Construction Industry (NCI) is not an exception as it contributes to the nation's economy. Yet, the NCI is coupled with challenges in terms of servicing and satisfying its clients' needs (Kolo and Ibrahim, 2010). Ajayi *et al.* (2010) attributed disagreement among participating parties as one of the reasons for project failure in Nigeria while Onarinde (2011) further pointed out that the Nigerian Construction Industry (NCI) has not fully been able to embrace the vast importance of managing stakeholders involved in projects. This could be as a result of its complex nature, size and other challenges that it is facing in satisfying its customers.

The importance and role of the industry to other sectors of the economy makes it to have different stakeholders with wide range of interests that need to be managed. According to Farinde and Sillars (2012), the construction industry is a complex and huge industry with several key players with different interests. Therefore, a project can be successful in its entirety when the construction organisation is able to effectively manage all human and non-human resources; this is done in order to deliver a facility that satisfies and exceeds the needs of the client at the time it is required and within considerable budget range.

Traditionally, construction projects are considered to be successful if they fulfill the objectives of budget, schedule and quality (Chua *et al.,* 1999). But Dosumu and Onukwube (2013) recommended that for construction projects to be successful, attention must be paid to user's related factors, professionals' factors and organisation's factors. Looking at the users, professionals involved as well as the organisations all constitute the project stakeholders.

The planning and construction of a facility can affect many interests due to the different people involved from different backgrounds and disciplines. Also, construction projects involve many phases, and at each phase/stage, there are key people that are needed to act. According to Takim (2009), traditionally, the main participants in a construction project coalition are the client, the architect and the contractor, and the interactions and interrelationships between them will largely determine the overall performance of a construction project towards successful completion. However, looking at the upstream and downstream in the construction project life cycle, there are multiple attributes that contribute to the success of a project, and these are influenced by a variety of decisions made by various individuals, bodies and organisations. Therefore, Yu and Shen (2005) pointed out that it is essential for businesses to consider wider range of groups.

These individuals, bodies and organisations that formed the wider range of groups are referred to as the Project Stakeholders. Newcombe (2003) defined Project stakeholders as groups or individuals who have a stake in, or expectation of the project's performance and include clients, project managers, designers, subcontractors, suppliers, funding bodies, users and the community at large. Stakeholders either affect or are affected by the accomplishment of the project (Freeman, 1984). Satisfying stakeholders need is one of the

criteria for project success (Turner, 1999; Smith *et al.,* 2001) and their buy-in and support is important aspect of Project Management (Takim, 2009).Adequate involvement of stakeholders in construction projects will help in accommodating different interest towards realizing the project success. Yu and Shen (2005) argued that inadequate involvement of relevant stakeholders is a major problem.

Stakeholder management is an aspect under project management that deals with managing the relationships and interests of the different stakeholders involved in a project. Stakeholder management is now considered a key concept for the completion of construction project work (Atkin and Skitmore, 2008). Therefore, Stakeholder management is a significant component in managing a firm as well as a project. In any project, and especially in construction projects, many different and sometimes discrepant interests must be considered (Olander and Landin, 2005).

It is argued that meeting stakeholder's expectations and needs will favor the prospects of successful projects, while failing to do so can cause projects to fail (Chinyo et al., 1998; Olander, 2006) and also a project that does not successfully manage its stakeholders is assumed to have failed even if it meets the criteria of time, cost and quality (Bourne and Walker, 2005). Onarinde (2011) identified the importance of stakeholders and their management to successful projects before, during and after construction process in Nigeria. However, the question that still lies is how the concept is applied in Nigeria. Therefore, this research seeks to further appraise the process of stakeholder management in the Nigerian Construction Industry.

1.2 Statement of research problem

Several studies have identified the importance of considering key stakeholders' perceptions of project success (De Wit, 1988; Pinto and Slevin, 1988; Atkinson, 1999; Müller, 2003; Bryde, 2005; Yu et al., 2005; Andersen et al., 2006; Müller and Turner, 2007; Jacobson and Choi, 2008; Kang and Moe, 2008; Turner et al., 2008; Turner, 2009). Smith *et al.* (2001) further emphasised that satisfying stakeholders need is one of the criteria for project success and their buy-in and support is an important aspect of Project Management (Takim, 2009). In Nigeria Ogwueleka (2011) identified stakeholder management as one of the critical success factors that influence project performance in Nigeria.

Onarinde (2011) noted that practitioners have a good knowledge of the concept stakeholder management in the Nigerian construction industry through assessing the awareness of the concept. Adequacy of knowledge on the adoption of philosophy, methodology, concept etc. is a fundamental consideration towards effective implementation of such methodology. However, it only forms a part thereof requiring among others application of the concept, techniques and process involved in such methodologies, as suggested by Kelly et al. (2004). Researchers in stakeholder management in Nigeria have concentrated on: establishing its importance (Ogwueleka, 2011); level of awareness (Onarinde, 2011); stakeholders' roles in time overrun (Bashir, 2014); and recommendations for adoption (Dosumu and Onukwube, 2013) importantly leaving out its application. Hence, this relative to the assertion by Kelly et al. (2004) above creates a gap, which this research intends to fill.

1.3 Need for the study

Proper application/adoption of stakeholder management concept being identified as major aspect of project management will help project managers and their firms in delivering projects that satisfies the project stakeholders. Project stakeholders are the major determinant of project scope and work definition; and their action or inaction can lead to project success or failure. Thus, managing them is a key responsibility of the project manager ensuring that they all work towards the project success.

The current assessment will help in determining the level of application of the concept within the NCI and the major challenges faced by the practioners in adopting it. The findings of this research will serve as means to ensure further application and addressing the challenges identified.

Project management consultancy firms and clients' organisations will therefore have the opportunity to overcome some of the major barriers and challenges faced in stakeholder analysis and engagement in construction projects.

1.4 Aim and objectives

1.4.1 Aim

The aim of this research is to appraise the practice of Stakeholder management in Tertiary Education Trust Fund (TETFUND) construction projects.

1.4.2 Objectives

The objectives through which the above aim was achieved were as follows:

i. To establish a theoretical framework for stakeholder management.

ii. To explore stakeholder management practices in consulting project management firms.

iii. To evaluate the practice of Stakeholder management in TETFUND projects.

iv. To identify the major barriers encountered in stakeholder management.

1.5 Scope and Limitations

1.5.1 Scope

Despite the huge size and different sectors of the Construction Industry, only construction projects under the Tertiary Education Trust Fund (TETFUND) construction projects were selected. And the area covered was North-west region of Nigeria. The choice was made because TETFUND construction projects are projects with multifaceted clients that usually involve different stakeholders with wide range of interests. The geo-political region was selected because of its proximity and ease of access to the researcher.

1.5.2 Limitations

Only limited generalization can be made based on outcome of this study, as the research interview was only limited to the consulting project management firms. Most of the stakeholders involved in TETFUND construction projects were internal stakeholders with little or no much attention being paid towards external stakeholders due to the nature of the projects.

CHAPTER TWO

LITERATURE REVIEW

2.1 The Nigerian Construction Industry

In most developing countries, the construction industry plays a dominant role in the economic activities of the country. The Nigerian Construction Industry serves as a major influence to other sectors of the economy. Furthermore, the construction industry also generates employment opportunities which place it second to the Government in the employment of labour (Hussein, 1991).

Idrus and Sodangi (2007) asserted that the Nigerian construction industry produces nearly 70% of the nation's fixed capital formation yet its performance within the economy has been, and continues to be, very poor. Furthermore, Oyewobi *et al.* (2011) attributed the drop in the Nigerian construction industry's contribution to GDP between 1980 and 2007 to poor performance and low productivity. Some of the challenges that affect the industry include inadequate planning and budgetary provisions, contract sums inflation, inefficient and poor service delivery (Kolo and Ibrahim, 2010). These factors usually result to time and cost overrun. Negative attitudes of stakeholders towards a project can cause cost overruns and time schedule delays due to conflicts over project design and implementation (Olander and Landin, 2005). The uncertain and complex nature of construction has also made the industry dispute prone due to temporary organisations working accommodating several participants (stakes) with diverse range of interests. Hence, Aibinu and Jagboro (2002) and Oyewobi *et al.* (2011) emphasised the need for improved performance and

efficiency if the industry is to deliver value for money and effectively satisfy the needs of the clients.

Thus, the Nigerian construction industry needs to embrace modern construction management tools to overcome some of the challenges it faces. An era of development with the introduction and development of concepts such as lean construction, supply chain management, value and risk management, stakeholder management, and application of other processes have to be integrated into management skills at local level (Onarinde, 2011).

The construction industry involves a wide range of stakeholders, each bringing with them a great variety of interests, concerns, requirements and potential opportunities. It is the responsibility of the project manager to accommodate these wide ranges of interests to deliver a successful project. Stakeholder management is the right tool for managing these interests.

2.2 Project success

According to Gray and Larson (2008) a project is a complex, non-routine, one-time effort limited by time, budget, resources and performance specifications designed to meet customer needs. The customers, as identified by Newcombe (2003) constitute part of the stakeholders. Completing projects within the scheduled time, budget and quality must at the same time satisfy the stakeholders to be termed successful. Project success depends on the co-operation of a wide range of individuals, many of whom do not directly report to them (Gray and Larson, 2008).

The subject of project success criteria and its determination has enjoyed considerable discussion in project management practice. Success criteria are unique and cannot be generalized for all projects due to the nature and variability of all projects (Adinyira *et al.*, 2012). Many researchers view project success beyond completing projects within estimated cost and time as well as to the required quality, but rather meeting up the needs and expectations of the various stakeholders involved in the project. This gave a paradigm shift from the traditional perception of project success to the modern approach which uses tools that includes stakeholder management.

Different researchers have recognise the importance of considering key stakeholders' perceptions of project success. According to Bourne (2008) the central role of stakeholders in the delivery of projects is becoming increasingly recognised.

Project performance is influence by many environmental factors due to the interactions and interrelationships of the stakeholders and with the development of the construction industry, large and mega-large construction projects continue to come to the fore (Ishaya and Adogbo, 2013). But Legris and Collerette (2006) attributed the high failure rate of major projects to a lack of attention to stakeholders.

Berk and Kartal (2012) pointed out that the key elements for success in construction projects are life cycle management and stakeholders. Thus, stakeholders must be managed in each undertaking to avoid any of their negative influences, especially those that could be contrary to a firm's objectives (Chinyio and Akintoye, 2008). Conversely, business endeavours and indeed construction projects affect stakeholders.

2.2 Tertiary Education Trust Fund (TETFUND)

Tertiary Education Trust Fund (TETFUND) was established as an intervention agency under the TETFUND ACT – TERTIARY EDUCATION TRUST FUND (ESTABLISHMENT, ETC) ACT, 2011; charged with the responsibility for managing, disturbing and monitoring the education tax to public tertiary institutions in Nigeria. To enable the TETFUND achieve the above objectives, TETFUND ACT, 2011 imposes a 2 per cent (2%) Education Tax on the assessable profit of all registered companies in Nigeria. The Fund administers the tax imposed by the Act and disburses the amount to tertiary educational institutions at Federal and State levels. It also monitors the projects executed with the funds allocated to the beneficiaries (TETFUND, 2014).

The mandate of the Fund is to administer and disburses the amount in the Fund to Federal and State tertiary educational institutions, specifically for the provision and maintenance of the following:

i. Essential physical infrastructure for teaching and learning;
ii. Instructional material and equipment;
iii. Research and publication;
iv. Academic staff training and development;
v. Any other need which, in the opinion of the Board of Trustees, is critical and essential for the improvement of quality and maintenance of standards in the higher educational institutions.

For the purpose of this research, only the provision of essential physical infrastructure for teaching and learning will be considered; because it is the aspect that deals with construction.

2.4 Project stakeholders

The notion of stakeholders was originally introduced to the mainstream general management discussion by Freeman (1984). Two years later, Cleland (1986) brought stakeholder thinking into the project management paradigm. Ever since, the role of stakeholder management as a central project management process has strengthened, and today even the concept of project management is defined through stakeholders as "the process of adapting the specifications, plans, and approaches to the different concerns and expectations of the various stakeholders" (PMI, 2008).

Projects generally occur in uncertainties which include the participants who have varying roles or stakes in such projects. A stake is an interest or a share in an undertaking while a stakeholder is an individual with a stake (Weiss, 2006).

A construction project affects stakeholders in both positive and negative ways. The positive effects can be better communication, better housing or higher standards of living. The negative side of a construction project can be deterioration of the physical environment for the affected stakeholders (Olander, 2002).

Overall, a central and original purpose of stakeholder theory is to enable managers to understand stakeholders and strategically manage them (Freeman, 1999). Therefore, capturing their input is a crucial component of the project development process (El-Gohary *et al.*, 2006).

The checklist of stakeholders in a construction project is often large and would include the owners and users of facilities, project managers, facilities managers, designers, shareholders, legal authorities, employees, subcontractors, suppliers, process and service

providers, competitors, banks, insurance companies, media, community representatives, neighbours, general public, government establishments, visitors, customers, regional development agencies, the natural environment, the press, pressure groups, civic institutions, etc. (Newcombe, 2003; Smith and Love, 2004). For the purpose of this research, only the project managers were actually involved in conducting the research; and due to the nature of the projects, only internal stakeholders were involved in the projects.

2.4.1 Definition

Stakeholder(s) have been defined in different ways by different researchers. It is a subject area that is continuing to attract researchers. The definition can be traced back to the pioneer researcher Freeman (1984). The author defined stakeholder as "any group or individual who can affect or is affected by the achievement of the organisation's objectives". Since then, many definitions followed all trying to give more insight to project stakeholders. Freeman's definition clearly pointed out that a stakeholder could either be an individual or group. This shows that a single individual can holds a stake (influence, threat) equivalent to or even more than a group in a project can hold. The relationship between a stakeholder(s) and a project in this definition, is reciprocal in such a way that the stakeholders can either affect a project, for example community protest towards the project; or be affected by the project e.g. limited access of road to the neighboring community where the project is sited. The definition also covers a wide range of stakeholders including both stakeholders within (internal) and outside (external) an organisation. Savage et al. (1991) defined stakeholders by their interest and ability to influence the organisation; according to them, stakeholders "have an interest in the actions

of an organisation and the ability to influence it". Interest was the main focus in this definition not just the influence of stakeholders over the project or vice versa.

Another dimension used in defining stakeholders was the risk that associates the stakeholders and the organisation/project. In this manner, Clarkson (1994) defined stakeholders as "those who bear some form of risk as a result of having invested some form of capital, human or financial, something of value, in a firm" or "are placed at risk as a result of a firm's activities". Here, the researcher argued that without the element of risk there is no stake. Thus, a stakeholder is a risk bearer either as a result of investment or being placed under risk by the activities of the organisation (affected).

Clarkson (1995) further described stakeholders as persons or groups that have, or claim, ownership, rights or interests in a corporation and its activities, past, present or future. This definition indicates that it is important to consider stakeholders throughout the life cycle of the project not just at the inception. Therefore, different stakeholders emerge at different phases of the project, as such managing them should be review from time to time in order to make sure that at all points all stakeholders are fully behind the project.

Project stakeholders are defined as, "individuals and organisations who are actively involved in the project, or whose interests may be positively or negatively affected as a result project execution or by successful project completion" (PMI, 1996). Here, it can be deduce that projects affect stakeholders in both positive and negative ways as such their actions will definitely be different with some being supportive, anti and even neutral in some instances. Also, some projects affect stakeholders during it execution (construction phase) while others until they are successfully completed.

A project stakeholder is a person or group of people who have a vested interest in the success of a project and the environment within which the project operates (McElroy and Mills, 2003). Here, the definition incorporates the internal and external stakeholders to a project. Usually internal stakeholders tend to have interests within the project or its successful accomplishment while external stakeholders are in most cases affected by the project because it operates within their environment. It has been argued that one can view the natural environment as a potential stakeholder of an organisation (Mitchell *et al*., 1997).

Winch (2002) also provides a definition of stakeholders as those actors who will incur a direct benefit, or loss, as a result of the project. Thus, a project affects stakeholders either positively or negatively as earlier mentioned.

Bourne (2009) defined stakeholders as individuals or groups who will be impacted by, or can influence the success or failure of an organisation's activities. The definitions highlight that stakeholders have the power over the successful completion of a project in such a way that they can both influence the project towards success or failure.

From the definitions, stakeholders cover a wide range of individuals and groups whom are either directly or indirectly involved in projects with the power to place the project at risk of being a success or a failure using their positive or negative influence. Some of the stakeholders have contractual rights; some are placed at risks; while some have vested interest. Therefore, it is important to see how these stakeholders are grouped.

2.4.2 Classification

Stakeholders have been classified by different scholars using different approaches. Aaltonen (2010) pointed out that prior literature has suggested a variety of different types of stakeholder categorization schemes. The pioneer researcher of stakeholder management, Freeman (1984) views stakeholders as either *internal* or *external*. Internal Stakeholders are those who are members of the project coalition or who provide finance. For example: sponsor, contractor, employees, customers, stockholders etc. while the external are those that are affected by the project in a significant way. Example of such stakeholders involve: community activists, media, advocacy groups and other nongovernmental organisations. Savage *et al.* (1991) divide stakeholders into *claimants* and *influencers* and consider the potential of stakeholders to threaten or cooperate with the organisation.

Clarkson (1995) divides stakeholders into *primary* and *secondary* stakeholders. Primary stakeholders are in a direct association with the firm, engaged in transactions with the firm or have direct legal authority over the firm. For example: employees, customers and governmental organisations. In turn secondary stakeholders are not directly associated with the focal organisation because they lack a "formal contractual bond with the firm" or "direct legal authority" over the firm (Eesley and Lenox, 2006). High level of interdependence exists between the firm and its primary stakeholders. While, secondary stakeholders are not directly engaged with economic activity, but are still able to influence an organisation (Clarkson, 1995; Savage et al., 1991). Similar classification closely related to primary and secondary stakeholders are that of Newcombe (2003) where he views

stakeholders as *inside* and *outside* stakeholders; and that of Smith and Love (2004) as *direct* and *indirect* stakeholders.

Furthermore, Smith and Love (2004); Carroll and Buchholtz (2006) grouped stakeholders as those with contractual relationship *(contracted)* and those that can influence or be affected despite existence of any contractual relationship *(un-contracted)*. This is also in line with Savage et al. (1991) classification; *contracted* stakeholders are those that can bring claim using the contractual relationship while *un-contracted* stakeholders can only influence.

Stakeholders could also be contrasted based on decision-making (Chinyio and Akintoye, 2008). As such, stakeholders can be *supportive, neutral, or anti*. Table 2.1 summarizes some of the classification from literature.

Table 2.1; Summary of classification of stakeholders

Authors	***Classification***
Freeman, (1984); Eesley and Lenox, (2006) Calvert 1995; Winch and Bonke (2002)	Internal and external
Savage et al. (1991)	Claimants and influencers
Clarkson (1995); Carroll and Buchholtz, (2006)	Primary and secondary
Calvert, 1995; Winch and Bonke, (2002)	Critical and less critical
Newcombe, (2003),	Inside and outside stakeholders
Smith and Love (2004).	Direct and indirect stakeholders
Carroll and Buchholtz (2006)	Social versus non-social, and core, strategic or environmental stakeholders
Smith and Love (2004); Carroll and Buchholtz, (2006)	Contracted and Un-contracted stakeholders
Chinyio and Akintoye (2008).	Supportive, neutral, or anti
Bourne (2009)	Important and Key stakeholders

(Source: Adopted from several authors)

2.5Stakeholder management

According to McElroy and Mills (2003), stakeholder management in projects is ‘‘. . . the continuing development of relationships with stakeholders for the purpose of achieving a successful project outcome”. Stakeholder management will first identify the stakeholders in a project and their associated stakes; then evaluate their urgency and prioritise and optimise the realisation of these interests (Nash and Chinyio, 2010). Winch (2010) posits that stakeholder management is one of the principal challenges in the management of projects. Stakeholder management is one of such project management techniques and its conscious application to construction projects in Nigeria must be adopted to ensure project success (Onarinde, 2011).

Stakeholder engagement however involves developing relationships with the stakeholders. This according to Chinyio and Akintoye (2008) should be done as early as possible in the project lifecycle as it is essential for stakeholder analysis and informative decision making.Nash and Chinyio (2010) further suggested that the management of stakeholders should consider the three attributes of power, legitimacy and urgency.

Stakeholders’ influences are varied (Lynch, 2006) hence the need to respond to different stakeholders in different ways. Even if all stakeholders have good intentions, and they often do, their large number in a given project warrants their management because the pursuit of their individual objectives may not necessarily be congruent.

Successful stakeholder management can be achieved through conducting a careful stakeholder analysis. This is supported by Aaltonen (2011); Bourne (2009); Jepsen and Eskerod (2008); Rowlinson and Cheung, (2008); and Yang et al. (2011) as they all assert the importance of stakeholder analysis. As such, it is important for the project

manager/team to effectively carry out a stakeholder analysis which will subsequently help(s) him/them in designing the strategy that will be used in managing the stakeholders involved in the project.

2.5.1 Stakeholder theory

Freeman (1984) is the pioneer of the modern stakeholder theory and has since pave away for many researchers in the subject area. Stakeholder management theory evolved from business management and aims to describe, understand, analyse and manage stakeholders (Chinyio and Olomolaiye, 2010).The theory posits that businesses, causes, interests and pressure groups have to manage their relationships with those external entities that can influence the achievement of their goals (Moloney, 2006). The theory gives approach for how to handle and manage stakeholders.

According to Goodpaster (1991) there are three (3) approaches that are useful for dealing with stakeholders. These are:

a) Strategic approach – This approach allots shareholders' profit a greater priority above the interests of other stakeholders.
b) Multifiduciary approach – This assumes a fiduciary responsibility to stakeholders, allotting them equal stakes with shareholders.
c) Stakeholder synthesis approach – This approach assumes a moral but non-obligatory responsibility to stakeholders, e.g. dealing with them ethically.

A stakeholder management approach takes many factors into account, for example moral, political, technological and economic interests (Weiss, 2006). Winch (2010) further classifies these factors into:

i. *Economic* - stakeholders who influence the profitability of the project, or the cash flow or progress;

ii. *Technological*- stakeholders who have access to the technology needed to complete the project;

iii. *Social*-stakeholders who affect the project by altering public opinion or by campaigning or using their social position to affect the well-being of the project through planning, and/or other means.

iv. *Political* – stakeholders who can enact and enforce legislation that can affect the well-being of the project.

2.6 Stakeholder analysis and engagement processes

Yang *et al*. (2011) indicated that because of the uncertain and complex nature of construction, it is important that a proper stakeholder analysis and engagement process is carried out in order to successfully manage the process. They further went to explain stakeholder analysis as consisting of stakeholder identification; stakeholder categorisation; and stakeholder assessment based on influences and relationships.

Stakeholder analysis identifies all primary and secondary stakeholders who have a vested interest in the issues with which the project or policy is concerned. The goal of stakeholder analysis is to develop a strategic view of the human and institutional landscape, and the relationships between the different stakeholders and the issues they care about most.

According to Aaltonen (2011) conducting a stakeholder analysis helps project managers to attempt to paint a picture of the stakeholder environment which will be used to make decisions as regards management of stakeholders in the project. Stakeholder analysis

should be a continuous process that spans throughout the process of a project life cycle to retain effectiveness and this should be done alongside stakeholder engagement which requires managerial skills and effective communication (Rowlinson and Cheung, 2008).

Therefore, it can be summarize that stakeholder analysis is the process of identifying all the persons, groups and institutions who may have an interest in a project and taking steps to manage their interests and expectations so that the project runs as smoothly as possible. Bourne (2009); Bourne and Weaver (2010) described these steps as methodologies for engaging the right stakeholders. These steps include the following:

1. Identify;
2. Prioritise;
3. visualize(map);
4. engage and;
5. Monitor (manage)

2.6.1 Stakeholder identification

Olander and Landin (2005) recommend that it is good practice for project teams to identify any stakeholders who can affect the product and "then manage their differing demands through good communication". Ye *et al.* (2009) describes the construction industry involving a wide range of stakeholders, each bringing them with a great variety of interests, concerns, requirements and potential opportunities, thus it is very important to carefully identify all the relevant stakeholders. The starting point of stakeholder analysis, i.e. identification, focuses or helps on defining stakeholders of an infrastructure project. The identification of different stakeholder groups can subsequently help an organisation to determine what type of stakeholder management strategy is needed for each group.

According to Yu and Shen (2005) project stakeholders are identified by their interests in the project resources and how those resources are likely to affect their well-being. Calvert (1995) suggests identifying the stakeholders by conducting a brainstorm, in which names of all the stakeholders are identified. Pouloudi and Whitley (1997); Brugha and Varvasovszky (2000) suggest asking persons in the organisation to point out stakeholders. Also, Pouloudi and Whitley (1997) further suggest the use of generic stakeholder lists. Yang *et al.* (2011) identify: surveys, workshops, media, town hall meetings, questionnaires, formal memos/letters, public consultation approaches and interviews as other methods for stakeholder identification.

Therefore, Stakeholder identification seeks to know the various participants involved in a project that have a role to play in the project towards completing it successfully or in the course of executing it. Below are these methods of identifying stakeholders presented in a tabular form (Table 2.2) each with its correspondent author(s).

Table 2.2; Methods for identifying stakeholders

Authors:	***Method for identification:***
Calvert (1995)	Brainstorm
Pouloudi and Whitley (1997); Brugha and Varvasovszky (2000)	Inquiry from organisational personnel
Pouloudi and Whitley (1997)	Generic stakeholder list
Yu and Shen (2005)	Interest in resources
Yang et al. (2011)	Surveys, workshops, media, town hall meetings, questionnaires, formal memos/letters, public consultation approaches and interviews

Source: Adopted from several authors

Bourne and Weaver (2010) described the following procedures in identifying stakeholders. These consist:

a) Develop a ***list of stakeholders*** with the test of: "which individuals or groups are impacted by the project, or can impact the project";
b) Identify the two aspects of the relationship between the project and its stakeholders – how is each stakeholder important to the project, what does he/she expect from success (or failure) of the project. This is ***'mutuality'*** – key data for understanding and managing stakeholder expectations.
c) Begin the categorization process by documenting each stakeholder's direction of ***influence***: *upwards, downwards, outwards, sidewards, internal* and *external*: this data is important for developing communication. These directions are relations that exist between the project stakeholders and the project or the project team. These directions are explain as follows:
    i. *Upwards*: defines the influence that senior management, especially the sponsor, exerts over the project.
    ii. *Downwards*: denotes team members, whether full-time staff, consultants, contractors or specialists who work with the project manager to achieve project objectives.
    iii. *Outwards*: stakeholders those outside the project and will include individuals and groups such as: end users, government, regulators, the public, shareholders and lobby groups.

iv. *Sidewards*: stakeholders that are peers of the project manager such as other project managers, industry groups and managers within the organisations who are considered to be at the same level professionally.

v. *Internal and External*: they have been discussed earlier in classification of project stakeholders.

The Table 2.3 summarizes these directions of influence.

Table 2.3; Directions of influence in identifying stakeholders

Direction of influence:	**Stakeholders (area of interest):**
Upwards	Senior management: sponsor, senior executives, those who represent organisational commitment.
Downwards	Team members
Outwards	Outside the team: customers, JV (partners), unions, suppliers, the pubic, shareholders, government.
Sidewards	Peers of the manager or the team
Internal	Stakeholders within the organisation
External	Stakeholders outside the organisation

Source: Bourne and Weaver (2010).

2.6.2Prioritising

Sometimes it may not be possible to grant all the wishes of stakeholders, so prioritisation and optimization helps in making the best possible decision in each situation (Nash and Chinyio, 2010). Organisations/firms can prioritise certain stakeholders at the cost of others through using factors that include: dependence theory, pressure from regulation and

technological innovation or industry membership (Kolk and Pinkse, 2007). These factors lead firms to deal with certain stakeholders than more than others.

Johnson *et al*. (2005) asserted that when the differing expectations of stakeholders cannot be achieved at the same time, compromises become worthwhile. Mitchell *et al.* (1997) developed the use of stakeholder attributes as a means of prioritising stakeholders. These attributes are:

1. *Power*
2. *Urgency*
3. *Legitimacy*

2.6.2.1 Power

According to Newcombe (2003) power is the mechanism through which stakeholders influence the directions and decisions for a project. Johnson *et al.* (2005) further described power as the capacity to induce, persuade or coerce the actions of others and are displayed when one part in a relationship is able to impose its will on the other part.

2.6.2.2 Urgency

Mitchell *et al.* (1997) defined saliency (or urgency) as the intensity of claim, attention and priority attached to a stake while Gago and Antolìn (2004) viewed urgency as the degree to which a claim demands immediate attention. It seems thus that urgency influences the manner and extent to which power is exercised in stakeholder engagement. A tri-axial template can be used to map stakeholders. Companies/organisations will address stakeholder claims of those groups whose claims they see as most salient (Mitchell *et al.*, 1997).

2.6.2.3 Legitimacy

According to Suchman (1995) stakeholder's legitimacy over a project or organisation is the general assumption or perception that the actions of a person or entity are desirable, proper or appropriate within some socially constructed system of norms, values, beliefs and definitions. Legitimacy is the perceived validity of a claim to a stake (Chinyio and Olomolaiye, 2010). Onarinde (2011) noted that both legitimacy and power of a stakeholder are mostly view as inter-related or handle in projects simultaneously. Legitimate stakeholders are often assumed to be powerful and vice versa and by so have a huge effect on any project or organisation.

2.6.3 Mapping

The main essence of stakeholder mapping is to develop a useful list of stakeholders and assess some of their key characteristics as well as presenting the assessments in a way that helps the project team develop insight and understanding to support their implementation of planned stakeholder initiatives (Bourne and Weaver, 2010). One way in which firms can identify stakeholders from within the organisational environment is by undertaking a mapping exercise.

The following list identifies some of the best known and most commonly used methods for stakeholder mapping:

i. Assessing attributes: Power, legitimacy and urgency (Mitchell *et al.,* 1997);
ii. Based on value hierarchies and Key Performance Areas (Fletcher *et al.,* 2003);
iii. Potential for threat and potential for cooperation (Savage *et al.,* 1991) and;
iv. Attitude of Stakeholders being supportive or opposing (Turner *et al.,* 2002).

Some of the commonly used dimensions as identified by Bourne and Weaver (2010) include:

a. Power (High/medium/low)
b. Support (positive, neutral or negative)
c. Influence (High/low)
d. Interest (High/low)
e. Attitude (supportive/obstructive)
f. Predictability (high/low)

The power/interest matrix presented by Newcombe (2003) ranks stakeholders dependent upon the level of power they yield and the level of interest that they have in the operations of the project/organisation. It is the most common used matrix. The matrix is shown in the Figure 2.1:

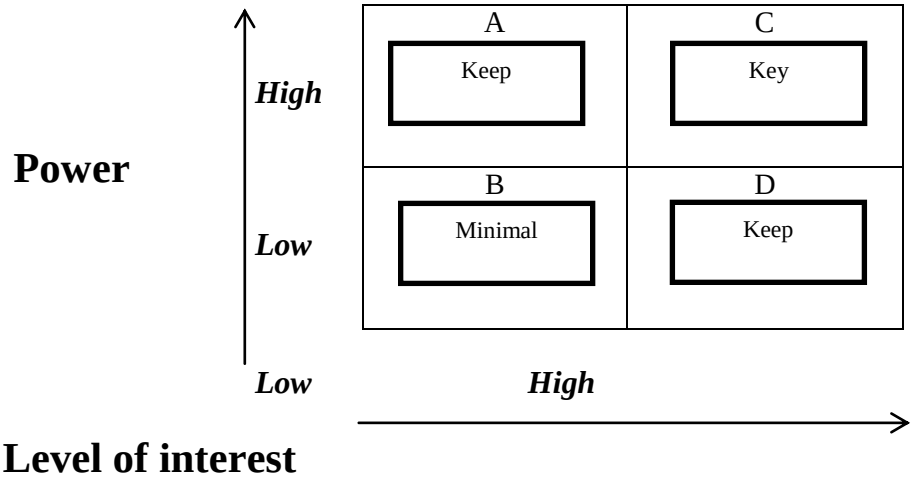


Figure 2.1: Stakeholder mapping, the power/interest matrix

(***Source***: Newcombe, 2003)

This matrix shown in Figure 2.1 relates the power of stakeholders with their level of interest in the project. It shows how a project team should relate with the various categories of stakeholders involved in the project based on the relative amount of power and interest they have. The stakeholders mapped in zone B as shown in Figure 2.1 above have low power and interest in the project; therefore, require minimal effort from the project team (manager). The stakeholders mapped in zone A above have low level of interest but are vested with high power are often the most difficult to manage as they do not have much interest in the project and at the same time not affected by the policies of the project. They may use their power to influence (affect) the project negatively if the policies do not favour them again. Zone C stakeholders are usually key players as they both have high power and level of interest towards the project and they usually want the success of the project. Zone D stakeholders have high level of interest towards the project but are vested with low power should be kept informed about everything going on within the project and a good communication channel should be kept with frequently between the project team and them. Newcombe (2003) also proposed power/predictability matrix as a tool for mapping stakeholders.

Therefore, project managers should ensure that all stakeholders in the project are identified as early as possible so that they can be mapped according to their level of interest and power. However, all stakeholders involved in a project should be monitored closely throughout the span of the project as their various levels of power and interest and predictability can change thus placing them into different zones on the matrices (Newcombe, 2003; Bourne and Walker, 2006; Chinyio and Akintoye, 2008).

2.6.4 Engaging

According to Bourne (2010) engaging stakeholders enable the team to understand where to focus their scarce resources to ensure maximum gain for their project. Therefore, it is very essential to engage stakeholders during all phases of the project. Different avenues for engaging stakeholders were identified by Chinyio and Olomolaiye (2008) that includes: consultation, dialogue, partnership and regular supply of information. They further suggested that these avenues can be exploited at corporate events, exhibitions and meetings. Channels of communication could also be exploited, such as uses of posters, websites, newsletters and emails. The idea is to use an approach and tactics that are effective.

Low and Cowton (2004) identified two (2) steps for engaging stakeholders. First, stakeholder engagement requires an organisation to meet and consult with stakeholder groups, but at the same time they have little influence on corporate decision-making. Second, stakeholder participation involves a more inclusive management strategy allowing stakeholder groups to be actively involved in decision-making and integrating them within the governance structures of an organisation.

2.6.5 Managing

As stakeholders have claims, rights and expectations, they must be managed in each project to avoid any of their influences that could be contrary to a firm's objectives. Differing stakes can become a major source of conflict between stakeholders and hence it is worthwhile to manage stakeholders in most undertakings.

Bourne (2010) suggests that communication in its many forms is the only tool (or technique) for managing stakeholder relationships. Effectively planning and implementing

the specific communication strategy tailored for the project's stakeholder community must be considered one of the most important roles of the team and the project manager often consuming. The various and diverse forms of communication to stakeholder include:

a. Face-to-face meetings
b. Technology-assisted meetings
c. Telephone conversations
d. Emails
e. Project documentation
f. Progress reports
g. Estimates and forecasts,
h. Issues logs
i. Risk register and action lists.

Olander and Landin (2005) posited that in order to effectively manage stakeholders, the project team (manager) must sufficiently keep satisfied, manage closely, monitor, and keep informed all the stakeholders identified. All these can be achieved through establishing effective communication between the project team and the project stakeholders as well as between the various stakeholders involved in the project.

Two (2) ways have identified in managing project stakeholders. Firstly, each stakeholder should be managed uniquely on the basis of their disposition. That way, the missions, strengths, weaknesses, strategies and behaviour of the different stakeholders will be engaged circumspectly (Cleland, 2002) to avoid any threats they may pose to projects and corporate governance, processes and outcomes (Freeman, 1984; Logsdon and Wood, 2000). Secondly, each project-based set of stakeholders must be managed as a cohort. This

activity extends beyond the construction phase of a project. Users of facilities, members of the public, etc. may exert their interests after the construction phase and so stakeholder management stretches in consonance with the life of a facility.

By combining the power/interest matrix and stakeholder engagement and participation strategies, a firm/project team/project manager can identify all stakeholders and implement a management strategy appropriate for each stakeholder group. Hence, proper stakeholder analysis helps in designing and implementing stakeholder management strategy. Figure 2.2 provides a framework for stakeholder engagement process.

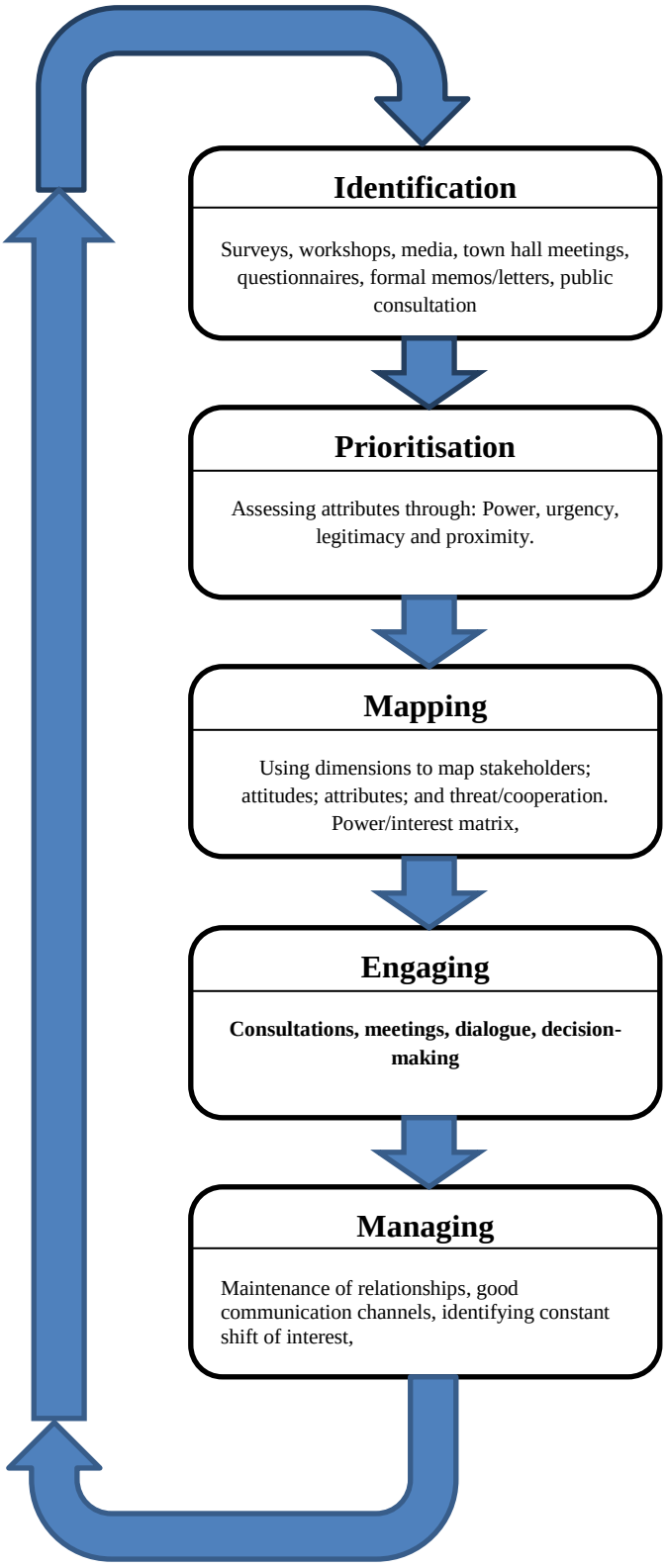


Figure 2.2: Framework for stakeholder engagement steps

Source: adopted from different authors

2.7 Challenges facing stakeholder analysis

Jepsen and Eskerod (2008) identified the following problems that are associated with stakeholder analysis which will subsequently affect managing them in the later stages of the project. These problems include:

a. Identifying the stakeholders:

   i. Difficulty in assessing and treating stakeholders as individuals or group.

   ii. Making an exhaustive list of all stakeholders during the entire phases of the project.

b. Determining contributions required from each stakeholder*: Figuring out specific contribution needed from a project stakeholder especially at the front end of the project.*

c. Determining expectations and benefits desired by each stakeholder*:*

   i. Difficulty in determining the each stakeholder's expectations and very challenging task.

   ii. Providing adequate information that describes the stakeholders' expectations.

d. Difficulty in conducting detailed front end stakeholder analysis*:*

   i. Difficulty in making a detailed front end stakeholder analysis.

   ii. Difficulty in considering all stakeholders in detail

   *iii. Difficulty in getting access to important stakeholders (*Jepsen and Eskerod, 2008).

2.8 Critical success factors (CSF) for stakeholder management

Saraph *et al*. (1989), view CSF as "those critical areas of managerial planning and action that must be practiced in order to achieve effectiveness". In the field of stakeholder management, Cleland and Ireland (2002) considered it important that the project team should know whether or not it is successfully "managing" the project stakeholders. Yang *et al*. (2009) identified fifteen (15) Critical Success Factors (CSFs) of Stakeholder management from literature. These are:

a. Managing stakeholders with social responsibilities (economic, legal, environmental and ethical);
b. Formulating a clear statement of project missions;
c. Identifying stakeholders properly;
d. Understanding area of stakeholders' interests;
e. Exploring stakeholders' needs and constraints to projects;
f. Assessing stakeholders' behaviour;
g. Predicting the influence of stakeholders accurately;
h. Assessing attributes (power, urgency, and proximity) of stakeholders;
i. Analyzing conflicts and coalitions among stakeholders;
j. Compromising conflicts among stakeholders effectively;
k. Keeping and promoting good relationships;
l. Formulating appropriate strategies to manage stakeholders;
m. Predicting stakeholders' reactions for implementing the strategies;
n. Analyzing the change of stakeholders' influence and relationships during the project process;

o. Communicating with and engaging stakeholders properly and frequently.

From the list of these CSFs, all the methodology steps enunciated by Bourne (2009) happens to be listed, thus, the steps are very critical towards achieving an effective stakeholder management as well as engaging them in a project. Each of the above mentioned factors need to be properly addressed without any compromise in order to achieve an effective and efficient stakeholder management.

2.9 Importance of stakeholder management.

Kezner (2012) pointed out that stakeholder involvement is much more active than passive, and the involvement begins right at the initiation of the project. This shows that it is important to identify all the project stakeholders as early as possible and engage them more actively as the project develops. Failure to do so may results to problems which will in turn affect the project success.

Black (1995) identified the following problems result in projects due to improper engagement of stakeholders. These include:

a. Poor scope and work definition
b. Inadequate resources assigned to projects
c. Unforeseen regulatory changes
d. Negative community reactions to projects

While Meredith and Mantel (2003) further observed that inadequate involvement of stakeholders may be attributed to the following factors:

a. Lack of clear and comprehensive definition of project success or failure;
b. Project Manager striving to meet goals that were never intended

Yu and Shen (2010) aligned these factors as the major source of delays and cost overruns in most projects. Jergeas *et al.* (2000) suggested that all these problems can be overcome if stakeholders are adequately right from inception of every project.

On the other hand, Bourne (2010) identified two (2) main reasons why stakeholders are important. These are:

a. They are the source of scarce resources such as skilled people or funding
b. They have the ability to affect the outcomes either through action or inaction.

Hence, it could be concluded that stakeholder management is an important project management's tool that helps and plays a vital role towards achieving project success and satisfying all the project stakeholders involved in the project. It also helps in defining the project scope which will drive the project team towards the right direction to avoid striving goals that were never intended as well as allocating the limited resource effectively.

2.10 Theoretical framework for stakeholder management practice

The framework provides the basis for the research into stakeholder management practice in the Nigerian construction industry. It provides the link between the existing body of knowledge and what the research sets to achieve. The aspects identified from literature will be used as parameters for exploring the practice of stakeholder management in NCI as well as compare the outcome of the field data obtained from the research in order to evaluate the current practice explored. Other issues were also explored so as to provide a smooth flow of discussions during the interview sessions. This framework provides the context in which this research is situated. The context is illustrated in the Table 2.4.

Table 2.4: Theoretical Framework for the Research

ASPECTS OF STAKEHOLDER MANAGEMENT EXPLORED		STAKEHOLDER MANAGEMENT PROCESS (outcome)
CONCEPTS		Definition of Project Stakeholders, Classification and types of Stakeholder.
ANALYSIS		identification; categorisation; and assessment based on influences and relationships
ENGAGEMENT	***Steps***	Identifying, prioritising, mapping, engaging and managing.
	Tools/techniques	Direction of influence, assessing attributes and power/interest matrix.
	Challenges	Identifying the stakeholders; assessing their contributions, determining their expectations and benefits desired, difficulty in conducting detailed front end analysis

Source: Literature review (Several researchers)

CHAPTER THREE

RESEARCH METHOD

3.1 Research design

Every research work has to take into account of the existing literature related to the research subject area, in order to bridge/link the research work and the general body of knowledge. Therefore, literature review was conducted from the onset and throughout the research. This has help in forming the basis of the research process, identifying key issues within the research domain and the approach to be adopted in data collection. The first objective was addressed by this part of the research method; while the other two (2) objectives were achieved through the interview. The last objective was achieved through analysis of the interview.

3.2 Research method

Mitchell *et al*. (1997), Chinyio and Akintoye (2003), Newcombe (2003), Olander and Landin (2005), Boatright (2006), Olander (2006), Sutterfield*et al.* (2006) and Kerzner (2010) all asserted the responsibility of managing project stakeholders to project managers. Thus, the target population is consulting Project management firms.

According to Newcombe (2003) modern construction clients tend to manifest as dynamic configurations of stakeholders who engage with a multifaceted market. In projects involving multifaceted clients, large project teams and many other stakeholders, there is the dire need for effective coordination and general management of the different stakes, and this warrants effective client leadership (Chinyio and Olomolaiye, 2010). This laid to

the selection of TETFUND projects; being projects involving multifaceted clients. Thus, there is the TETFUND itself and the beneficiary institutions in the target projects selected.

Olander (2006) described project as a unique process, consisting of a set of coordinated activities with a start and a finish date, undertaken to achieve an objective conforming to specific requirement, including constrains on time, cost and resources. As such, no two (2) projects can ever be the same. Each of the projects under the TETFUND scheme will definitely be unique in its undertaking, but to some extent may likely have the same project set-up because of the structure of the scheme.

The fragmented nature of the construction industry due to the its large size and diversification also laid to assessed projects with the same set up within the same environment to be able to analyse the data easily and compare the results.

The project management consulting firms were identified as the respondents and main sources of primary data for this research. Multi-disciplinary firms emerged because some firms, irrespective of their major operations, engage in, or coordinate more than one aspect of building design.

The nature of the study is exploratory and comparative; therefore, each firm will be assessed separately/independently. Hence, this provided the basis for comparison among the firms.

3.3 Research approach

For every research work, the choice of research approach is necessary. Consideration of the scope and depth required affect the choice of approach needed to carry out a research. Qualitative and quantitative basically constitute the research approaches being employed in collecting data in research works relating to social sciences and management fields.

Since this research aims to appraise of stakeholder management practice in TETFUND construction projects, conducting an in-depth study was seen necessarily; hence the most suitable research approach will be qualitative approach. Qualitative research approach tends to be subjective in nature emphasising on experiences, descriptions and opinions (Naoum, 2007). Fellows and Liu (2008) further asserted that it tends to find out why things happen the way they do. Therefore, qualitative research approach was adopted and interview was used as instrument for the research.

3.4 Research instruments

Interview is the research instrument intended to be used for this research. Interviews allow the researcher to collects data on individuals' personal histories, perspectives, and experiences, particularly when research topics are exploratory in nature. Hussey and Hussey (1997) defined interviews as the methods of collecting data through face-to-face or voice-to-voice interactive dialogue in order to discover the opinions or feelings of people on a certain subject. The interview was chosen over questionnaire due some of the limitation associated with questionnaire. These include:

i. Questionnaires sometimes suffer low response rate.
ii. Absence of personal connection with respondents
iii. Difficulty in assessing and controlling of Respondents' sincerity.
iv. Respondents sometimes might not serve as representatives of originally selected sample
v. Tendency of misinterpreting or omission of questions leading to invalidity of such response
vi. Depth of study might not be obtained sufficiently

Three forms of interviews commonly used in research as identified by Fellows and Liu (2008) include: structured; semi-structured; and unstructured. *Structured* interviews are very specific and include defined questions and limited probing. They are, thus, similar to a questionnaire conducted in person. In *unstructured* interviews, questions can differ among the interviews, the interviewer might not have questions prepared and can probe freely. In the middle of the above two extremes are the *semi-structured* interviews in which the interviewer has prepared some questions or a frame for the dialogue and is also free to probe when necessary.

The *semi-structured* type of interview was used for this research to enable the researcher to be able to have more insights and seeks for further clarification where deemed necessary while at the same time maintaining some structure in the views collected. The interviewees were the consulting project management firms' representatives.

The interview was designed in such a way that each interview session lasted for an average of 45 minutes. All interviews from the respondents were recorded with the permission/consent of the interviewees.

3.5 Population of the study

The target populations of this research were the Consulting firms that offer Project Management Consultancy Services to Tertiary Education Trust (TET) Funds projects in North-western Nigeria. The region has about 36 tertiary institutions across the seven (7) states that constitute it, that have benefited from the TETFUND intervention projects. Table 3.1 shows each state and the respective number of its tertiary institutions.

Table 3.1: North-western Nigerian States and their tertiary institutions

State	No. of Tertiary institutions
Jigawa	4
Kaduna	7
Kano	7
Katsina	5
Kebbi	4
Sokoto	5
Zamfara	4
Total	36

Source: TETFUND (2014)

3.6 Sampling technique

Purposive sampling was adopted for the purpose of this research. Six (6) tertiary institutions were selected and a list of ten (10) firms emerged. Purposive sampling gives room to choose participants based on preselected criteria. Thus, the criteria used is that only firms that managed more than a single project under the TETFUND scheme in the tertiary institutions selected will form the sample. The criteria and processes used by TETFUND in evaluating and funding the projects in all the tertiary institutions were the same; as such each institutions as well as firm can be randomly selected.

3.7 Data collection

The primary data was obtained through field survey, using a semi-structured interview designed into five (5) major sections. The first section was used to obtain information regarding the details of the organisations which were considered to have effect on its stakeholder management practices.

(a) Type of services rendered by the firms: Identifying the type of services undertaken by the firms was considered necessary for the characterizing and their concentration in providing PM services.

(b) No. of Employees and those with PM qualification: This is seen useful in establishing the competency of the firms to provide the PM consultancy services.

The second section interview was designed to obtain the firms understanding on stakeholder management concept. Two outcomes identified from literature used under this section were: definitions and types of stakeholders. The relevance of stakeholders in project was also asked in this section to further establish the firms view on stakeholders.

The next two (2) sections were aimed at assessing the firms' strategies, methodologies and steps used in conducting stakeholder analysis and engagement. Identification, prioritising, mapping, engaging and managing were identified as five key steps for engagement of stakeholders. These steps were used in designing the questions under these sections. Objective 2 and 3 of the study were achieved using these sections

The last section was used to identify the problems and barriers encountered in managing stakeholders. Also, solutions and suggestions were obtained under this section, and were

also used to draw conclusions. This section of the interview was used to achieve objective 4 of the study.

3.8 Data analysis

Data collected was analysed using constant comparative analysis method. This technique was originally developed for use in the grounded theory methodology; the basic difference being the constant comparative analysis method is exploratory in nature and does not extend to the establishment of a theory from the data collected (Tesch, 1990). The constant comparative strategy involves taking one piece of data (one interview, one statement, one theme) and comparing it with all others that may be similar or different in order to develop conceptualizations of the possible relations between various pieces of data (Thorne, 2000). For example, by comparing the accounts of two different people who had a similar experience, a researcher might pose analytical questions like: why is this different from that? And how are these two related?

In many qualitative studies whose purpose is to generate knowledge about common patterns and themes within human experience, this process continues with the comparison of each new interview or account until all have been compared with each other (Emmit and Gorse, 2003).The analysis entailed homogenizing opinions of participating interviewees where necessary and highlighting the opinion of contrasting interviewee(s) where applicable.

3.9 Framework for the research

The framework below provides the structure on which the research was designed. The set objectives were mapped against the methodologies that were used in achieving them. Also

the processes that the research undergoes were also portrayed in the framework. The framework gives a summary of the research methods. This is shown in figure 3.1:

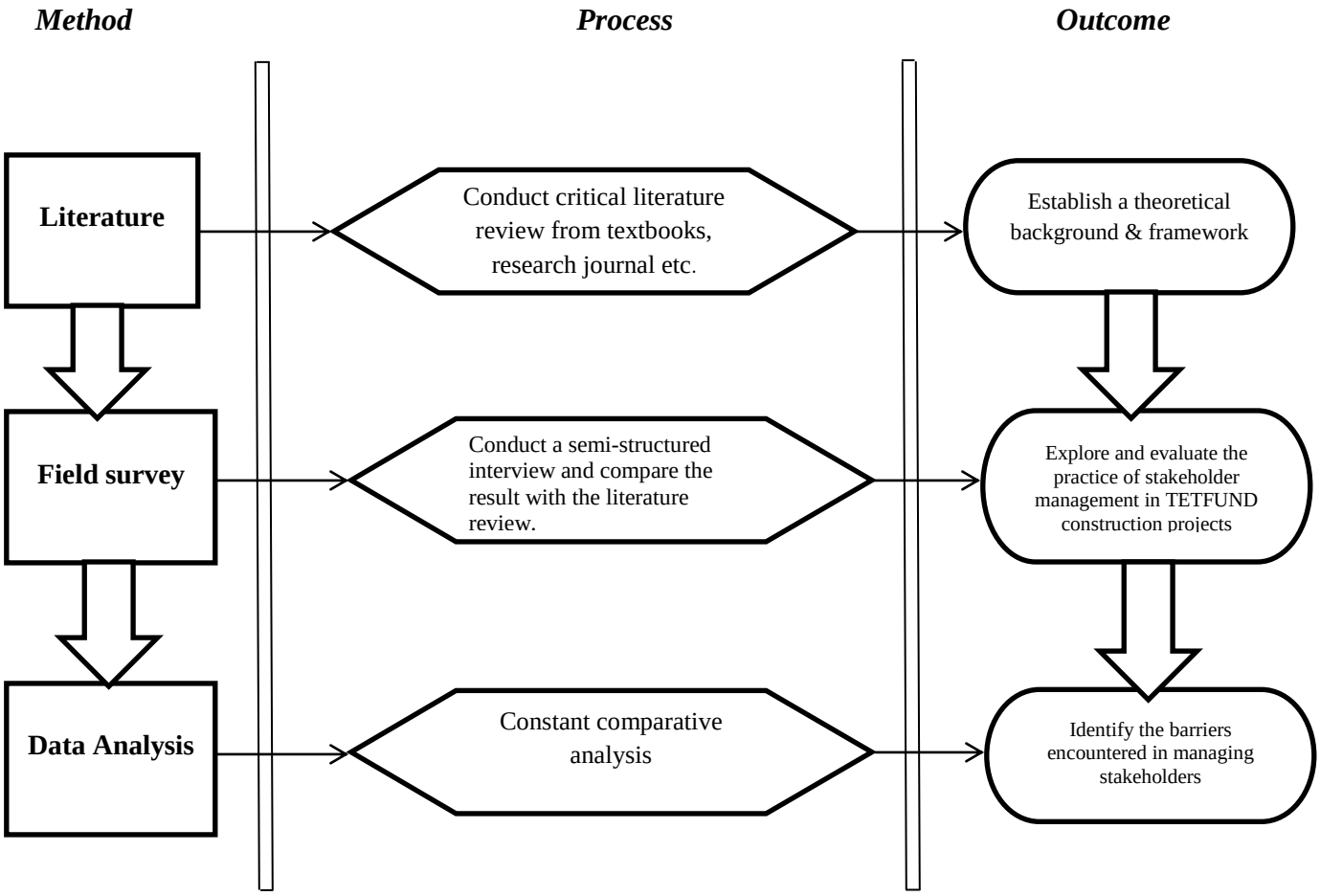


Figure 3.1: Framework for the research

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

4.1 Data analysis and presentation

4.1.1 Characteristics of the interviewees

The research conducted ten (10) interviews to representatives of the firms that form the sample size used for this research. Table 4.1 shows the general questions' section of the interview guide used which represents the details of the project management firms with regards to: years of existence and the range of services offered, number of employees and those with project management qualification.

Table 4.1; Respondents' Details

PM Firms	Ranges of services offer	Number of Employees	Number of Employees with PM qualification
P1	Multi-disciplinary consultancy	Dependent on nature of job	All
P2	Architectural and PM	3	None
P3	Multi-disciplinary consultancy	7	None
P4	Architectural and PM	7	3 (MSc. PM)
P5	Architectural, Structural and PM	20	4 (PMP)
P6	Architectural and PM	15	2 (MSc. PM)
P7	QS and PM	5	None
P8	Architectural and PM	15	2 (PMP)
P9	QS and PM	7	1 (MSc. PM)
P10	Architectural and PM	5	None

Source: Field Survey (2014)

The targeted respondents to the interview were the executive or senior management staff of the firms. This was necessary because they were in the right position to have adequate information regarding their organisation's strategies on managing stakeholders in projects.

In analysing the interviews, the Project management firms were referred with: PM1, PM2, PM3, up to P10, to keep their identities anonymous so that the confidentiality requirements were complied with. The results were analysed using the comparative content analysis, i.e., the opinions of the respondents have been combined where applicable. The results are provided below in the order by which the questions were asked.

4.1.2 Respondents' understanding of Stakeholder management practice

The representatives of the various firms were asked on: definition, examples, relevance and stakeholder analysis.

i. Definition (Respondent's perception):

The respondents viewed project stakeholders as all those parties involved in a project. One of the respondents described them as those who can affect or be affected by the project. Also, two other respondents assert that they are the interested parties that are committed to the execution of the project and its success. Table 4.2 summarized the relationship between the definitions obtained from the interview and the literature.

Table 4.2; Comparison between the definitions obtained in the Field Survey and Literature.

Firm	Definition	Related in literature
P1	*Anybody who can affect or can be affected by a project*	Freeman (1984)
P2, P6	*All interested parties that are committed to the execution of the project and its success.*	Savage et al. (1991); McElroy and Mills (2000).
P5, P4,P3	*Involves all the people that are involved in a particular project.*	(PMI, 1996)
P9, P7	*All those involve in a project*	(PMI, 1996)
P8, P10	*People involved directly in project either as an individual or a group.*	(PMI, 1996);

Source: Field Survey and literature review.

ii. Types of stakeholders:

All the respondents mentioned the technical unit of the institutions and their management, the sponsor, i.e. TETFUND, other consultants working in the project, the contractor and above all the end users.

iii. Relevance:

The respondents all agreed that project stakeholders are crucial towards achieving project success. This was further supported that project stakeholders define the project scope; their collective contributions make the entire project success.

4.1.3 Stakeholder analysis

The respondents were asked on how they conduct stakeholder analysis and the steps they used in conducting it.

i. Stakeholder analysis

Seven (7) of respondents asserted that they did not conduct any stakeholder analysis due to the nature of the TETFUND project scheme. They attributed stakeholder analysis as a pre-determined exercise that last during the development of the projects' brief, i.e. the beneficiary institutions are opted to have carried that aspect. Though three (3) of the respondents i.e. P1, P5 and P6 insisted that they carried out stakeholder analysis andP5 further asserted that they have to change the entire project brief initially presented to them by the technical unit of the tertiary institution.

ii. Steps used in conducting the analysis

P1 and P5 both mentioned stakeholder identification as a major step used in conducting the analysis. P5 further assessed the stakeholders based on influences, powers and relationship on the project. These were used to further define the project scope by splitting the project into phases.

4.1.4 Engagement of Stakeholders

The discussions here focused on how the firms engaged the various stakeholders involved in the project. The Five (5) methodologies for stakeholder engagement identified in the

literature were used in assessing the engagement of stakeholders. These include: identifying, prioritising, mapping, engaging and managing the stakeholders.

i. Methods/tools use in identifying stakeholders:

The respondents all assert that the technical units of the institutions appoint the relevant stakeholders. Identifying the end users was another method acknowledged by all the respondents in identifying stakeholders with the exception of P4. P1also noted that they use the resources needed for the project as criteria in identifying stakeholders.

ii. Prioritisation and mapping:

Economical consideration and immediate utility use were mainly the two (2) criteria used generally by all the firms in prioritising the needs and expectations of the stakeholders. P5 admitted that influence and power of the stakeholders has also play a role in prioritising the project scope in some way. Seven (7) of the respondents are of the view that it is a responsibility of the institutions to prioritise the project needs. None of the firms have carried out any stakeholder mapping in anyway using any tool, but as the projects develop, interest and power always emerge to influence the projects.

iii. Engaging:

Most of the firms admitted that the technical units of the institutions were the main group of stakeholders being engaged in the projects. Other stakeholders especially the end-users were engaged at later phases of the project. The engagement depend on the nature of project, each project has its component set of stakeholders; which could either

be students, staff or involving both of them. Some groups of stakeholders reflect in all the projects, especially the Estate department/Physical Planning Unit. In some instances, even those outside the institutions have been considered as part of the stakeholders (extending beyond the client's organisation).

iv. Managing:

All the respondents identified communication as the most important tool used in managing stakeholders. The respondents further emphasised that effective communication ensures and promotes good relationships between the different stakeholders involved in the project.

Seven (7) of the respondents identified site meeting as the most important medium through which relationships between the different stakeholders can be promoted.

v. Communication tools/technique:

The various communication tools used by the respondents in communicating include: Progress review meetings, writing, phone calls, Presentations, site meetings, progress reports and photos, physical demonstrations, Letters, emails and further confirmations in writing.

P1, P2, P4 and P10emphasised on the need to employ the right communication tools for each groups/class of stakeholders, i.e. adequate attention should be paid in using the right tool for the right stakeholders. Result of the study also showed that form of communication used was not strategic; the project managers do not adopt

the necessary and right communication approach to the right stakeholder(s) at different levels and phases of the project.

P2 and P4 also emphasised on the need to allocate more resources to project managers for them to be able to adopt all the necessary communication channels needed to communicate to stakeholders.

4.1.5 Barriers/challenges in Managing Stakeholders

The discussions here with the respondents focused on identifying some of the challenges/barriers faced in managing project stakeholders and the likely possible solutions towards addressing some of the problems identified by the respondents.

i. Barriers:

The major problem identified by all the respondents is poor implementation and non-adherence to contract conditions by project stakeholders. Communicating to the different levels and categories of stakeholders is also another major challenge faced by the Project Managers as they have to strategise different means of communicating in order to carry everybody along with them.

Other problems noted include: capturing stakeholders' needs and expectations due to budget constraints and other limited project resources; managing conflicting demands and interest among different stakeholder(s) and within the same set of stakeholders' group; inability to clearly identify the attitudes of a stakeholder either as positive or negative towards the project; delay in payments; inconsistency and

lack of continuity in terms of stakeholders representation in projects and managements within the various stakeholders organisations.

ii. Solutions:

Using effective communication tools and proper engagement of stakeholders were the two (2) most recommended solutions noted by all the respondents. Communication should be designed in such a way that the right tools are employed in communicating with the right stakeholder(s). Engaging project stakeholders should start right from inception stage and throughout the other phases of the project; although one of the respondents emphasised that engaging stakeholders in any project has to be done cautiously to avoid changing the scope of work and working out of the budget (resources) set for the project.

Continuity and setting long-term organisational objectives, mapping of project stakeholders, prompt payment of interim certificates and proper implementation and adherence to contract conditions were among other solutions suggested by the respondents.

4.2 Discussions of results

The details of the firms obtained showed that most of the firms concentrated on the provision of architectural, planning and project management services. However, three (3) of the firms venture into other services with two being multi-disciplinary firms (P1 and P3), while P5 extends it services beyond architectural and project management, by

providing structural services. The two (2) other firms, i.e. P7 and P9 offer Quantity Surveying and Project Management services.

P1 has a unique organisational structure, because it only engages staff when the need arise as it does not keep permanent technical staff, although its present director is a well-qualified Project Manager. P5, P6 and P8 have more than ten (10) technical employees while the other six respondents all have less than ten (10) technical employees. Four (4) of the firms operate without any properly trained project manager. P4, P6 and P9 have qualified project managers with master's degree while P5 and P7 have employees that are certified chartered project managers. From literature, the responsibility of managing project stakeholders lies with the project managers. Therefore, there is the need to have well trained and qualified project managers in the firms that offer Project management services.

The different definitions obtained from the interview indicate that all the respondents have a good awareness and knowledge of the concept of stakeholder management. The PMI (1996) definition is the most closely related definition referred to by the respondents. This has further supported the findings of Onarinde (2011) that practitioners have a good knowledge of stakeholder management in the Nigerian construction industry.

The respondents were also able to mention the project stakeholders ranging from the sponsors, the beneficiary institutions' management and their technical unit, other consultants, contractors, end users etc. The result agrees with the checklist of stakeholders included by Newcombe (2003) in his list. This further established the awareness and understanding of the concept of stakeholder management by the respondents.

All the respondents asserted the importance of stakeholders in successful project delivery and how very crucial it is in determining project success or failure. This is in line with the suggestions of Turner (1999) and Smith *et al.* (2001) that satisfying stakeholders' need is one of the criteria for project success. Another importance of stakeholders highlighted by the respondents is that they help in determining the project scope. Black (1995) attributed the tendency of poor scope and work definition due to improper engagement with stakeholders. Thus, stakeholders help project managers in determining the scope of a project. Also, the respondents agreed that the collective contributions of stakeholders make the entire project success. According to Bourne (2010), stakeholders have the ability to affect the outcomes either through action or inaction; therefore, they are the major determinants of project success or failure. This shows that all the respondents have acknowledged the relevance of stakeholders in a project which also indicates a good knowledge of the concept. Hence, the importance of stakeholders in project delivery is recognised by all the respondents.

The respondents see the stakeholder analysis as a pre-determined exercise stating that the management and technical unit of the various institutions have already carried out all the necessary exercise. The literature asserts that successful stakeholder management can be achieved through conducting a careful stakeholder analysis. Rowlinson and Cheung (2008) recommended that stakeholder analysis should be a continuous process that spans throughout the process of a project life cycle; hence, it is not just at the inception stage that the analysis is carried out. Aaltonen (2011) emphasised on conducting stakeholder analysis because it helps project managers to make decisions as regards management of stakeholders in the project. This shows that it is the responsibility of the project manager to

conduct the analysis which should be a continuous process. One of the respondents admitted that the analysis had really helped him in developing a project brief as well as breaking the project into phases in order to accommodate the stakeholders' needs and expectations in the project. Another respondent who had carried out an analysis posits that it was quite challenging. This is in line with findings of Jespen and Eskerod (2009) that stakeholder analysis is quite challenging and time consuming.

The three (3) respondents i.e. P1, P5 and P6 that carried out the stakeholder analysis could not follow the steps identified in the literature. The respondents do acknowledge the identification step as the first step which conforms to the existing literature. However, none of them was able to categorize them as suggested in literature, even though one of them insisted that they were able to assess the stakeholders' influences and relationships. According to Yang *et al*. (2011) the steps in conducting the analysis include: stakeholder identification; stakeholder categorisation; and stakeholder assessment based on influences and relationships. Thus, in conducting the analysis, it is important to employ all the identified steps in order to yield an effective result.

The identification process in managing stakeholders is the starting point for both stakeholder analysis and engagement, thus more resources should be employed to achieve an effective outcome. The technical unit of the institutions (Estate Departments and/or Physical Planning Units) appoints the project stakeholders; hence, this have conform to the suggestions of Pouloudi and Whitley (1997) and Brugha and Varvasovszky (2000) requiring persons in the organisation to point out stakeholders. Other ways through which the respondents do identify stakeholders is by assessing the resources needed for the

project as well as through identifying the end users, which is also in line with the assertion made by Yu and Shen (2005) that project stakeholders are identified by their interests in the project resources and how those resources are likely to affect their well-being. Other avenues such as: brainstorming, generic stakeholder list, surveys, workshops, questionnaires and interview used in identifying stakeholders as suggested in the existing literature were not much employed by the project management consulting firms despite the huge importance in identifying stakeholders.

Urgency is the main attributes used by all the respondents in prioritising the wishes of the stakeholders. The criteria used by the TETFUND in funding projects may contribute to this due to its policy that it only finances projects that will be immediately be utilised and put into use. Also, once the TETFUND finances a project, there is no room for variation; as such the project manager is left with the responsibility of ascertaining the degree to which a claim demands immediate attention, making sure it falls within the project's budgets. Also, some of the project managers do prioritise some of the project demands based on the powers of the stakeholders. Urgency and Power are some of the attributes identified by Mitchell *et al.* (1997) in prioritising stakeholders' needs. Prioritising is one of the methodologies used in engaging stakeholders; as such it is expected that every project manager to conduct this exercise which will enable him to optimized the project resources.

All the respondents noted that they did not conduct any mapping using any tool. According to Bourne and Weaver (2010), the mapping exercise helps in assessing some of the key characteristics of the stakeholders. Although some of the respondents admitted that as the projects develop, interest and power always emerge from some of the stakeholders to

influence the projects. Power and interest are among the dimensions identified by Bourne and Weaver (2010) that are used in mapping project stakeholders. Also, Newcombe (2003) used power and interest to establish a matrix used in mapping stakeholders. Therefore, the firms have mapped out stakeholders, only that they did not employ any formal approach or tool in doing so. Hence, employing the tools is important as it would have made it more efficient.

Engagement with stakeholders especially the end-users was minimal at the initial stage of the project from the interview responses. More emphasis is being paid towards the technical unit and management of the university. Goodpaster (1991) described this approach of managing project stakeholders as "strategic approach" where shareholders' are allots a greater priority above the interests of other stakeholders.P5 reported that the entire initial brief presented by the technical unit of the university had to be changed when they engaged with the end-users; which also changed the entire scope of the work. Thus, each group of stakeholders probably holds a different view of the way in which the objectives could be valued and balanced (Harrison and Lock, 2004); as such it is important to involve and manage all project stakeholders.

The P5 pointed out that they could have ended up working without a clear and comprehensive work definition and meeting goals that were never intended by the end-users. Meredith and Mantel (2003) have also attributed these factors (lack of clear and comprehensive definition of project success or failure and project managers striving to meet goals that were never intended) to inadequate involvement of stakeholders. The avenues used in engaging the stakeholders as identified by the firms involves: meetings,

supply of information and progress reports. This is in line with the avenues identified by Chinyio and Olomolaiye (2008).

Some of the stakeholders were only engaged through consultation and meetings especially the end-users while some were actively engaged in decision-making towards the project. These have also conformed to Low and Cowton (2004) two (2) steps for engaging stakeholders.

Communication was identified by the all representative of the firms as the most important tool that could be used in managing stakeholders as well as promoting relationships between the stakeholders. Bourne (2010) also suggests that communication in its many forms is the only tool (or technique) for managing stakeholder relationships. Thus, there is strong correlation between the survey findings and what is in established literature in terms of managing stakeholders.

The various communication forms used by the firms were also the same with what Bourne (2010) has identified in the literature. Bourne (2010) further posits that effective planning and implementing the right specific communication strategy for each of the project stakeholder(s) is considered as one of the most important role the project manager often time consuming. So also, the representatives of the firms emphasised that the communication has to be well planned, in the sense that the PM must be able to adopt the necessary and right communication approach to the right stakeholder(s) at different levels and phases of the project.

All the respondents identified poor implementation and non-adherence to contract conditions by project stakeholders as a major problem when it comes to managing the project stakeholders. Bourne (2010) noted that stakeholder(s) have the ability to affect the outcomes of a project either through action or inaction. Hence, poor implementation and non-adherence which reflects the inaction of stakeholder(s) may result in affecting the project outcomes such as time overrun. Communicating to the different levels and categories of stakeholders is also another major challenge faced by the Project Managers. Bourne (2010) also acknowledged that it is quite challenging and time consuming for project managers to plan and implement a communication strategy for managing stakeholders.

The problem of inconsistency and lack of continuity in terms of stakeholders' representation in projects and managements within the various stakeholders' organisations could also be attributed to poor implementation and non-adherence of contract conditions. This is because the conditions are pre-determined usually at the inception of the project; as such they are laid down principles established to guide whoever happens to be involved in the project irrespective of his/her own personal opinion, interest or perceptions.

Also, another problem noted from the discussions with the respondents has to do with capturing stakeholders' needs and expectations due to budget constraints and other limited project resources. Firstly, capturing stakeholders' needs and expectations is quite challenging as also reported by Jespen and Eskerod (2009) in their research findings; secondly, Yang *et al*. (2009) identified exploring stakeholders' needs and constraints to projects as one of the Critical Success Factors (CSFs) of Stakeholder management.

Therefore, being a critical issue requires a good managerial planning from the project manager which could definitely be challenging to achieve effectively.

Managing conflicting demands and interests among different stakeholder(s) and within the same set of stakeholders' group; inability to clearly identify the attitudes of a stakeholder either as positive or negative towards the project, were the other problems also encountered by some of the respondents. Managing conflicting demands and interest has to do with CSFs of stakeholder management. Yang *et al*. (2009) also identified: Understanding area of stakeholders' interests; analyzing conflicts and coalitions among stakeholders; compromising conflicts among stakeholders effectively, as also CSFs of stakeholder management which are all related to the problem of managing conflicting demands.

Jespen and Eskerod (2009) also reported that there are problems in indicating who is negative and who is positive towards the project. Thus, the inability to identify the attitude of stakeholders either as positive or negative towards the project by the firms may be at the inception stage, but as the project progress, definitely the project stakeholders will surely open up their attitudes; only that the project managers will be reluctant to indicate that to avoid further deterioration of relationships. Negative attitudes of stakeholders towards a project can cause cost overruns and time schedule delays due to conflicts over project design and implementation (Olander and Landin, 2005); as such this is also a serious problem that should be managed by the project manager.

Effective communication using the right tools was agreed by all the representatives of the firms as the major solution to most of the problems identified. This is in line with the recommendations of Olander and Landin (2005) that project teams should manage

differing demands through good communication and Bourne (2010) suggestions in identifying communication as the basic tool for managing stakeholders.

Proper and adequate involvement of stakeholders was also identified as an important strategy for managing stakeholders successfully. The different avenues for engaging stakeholders identified by Chinyio and Olomolaiye (2008) should be well exploited to make sure that the stakeholders are adequately involved in the project. Kezner (2012) pointed out that stakeholder involvement is much more active than passive, and the involvement begins right at the initiation of the project. Yang *et al*. (2009) identified communicating with and engaging stakeholders properly and frequently as also a CSF for managing stakeholders. Therefore, it is important to involve every project stakeholders at inception stage more especially the end-users.

Another solution pointed out by the respondents has to do with Mapping of project stakeholders. The mapping exercise helps in identifying stakeholders and assessing some of their key characteristics (Bourne and Weaver, 2010). This helps the project manager/team to develop the necessary strategy needed to manage the stakeholders.

Proper implementation and adherence to contract conditions was also regarded as a major solution/strategy for managing stakeholders by the respondents. Olander and Landin (2005) posit that in order to effectively manage stakeholders, the project team (manager) must sufficiently keep satisfied, manage closely, monitor, and keep informed all the stakeholders identified; as such it is the responsibility of the project manager to monitor all the project stakeholders ensuring that they carried out their tasks and obligations as at when due.

With regards to continuity and setting long-term organisational objectives, the project managers should be able to assess stakeholders' behaviour, so that even if there is change in administration or representation within the project stakeholders' community, they have the skills to manage the stakeholder as an entity and align him/her towards achieving the project success.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of findings

Below are the major findings obtained from the study:

i. Some of the project management consulting firms offer the services of project management without any trained and qualified personnel in project management in their organisations.

ii. The firms have good awareness of the concept of stakeholder management, mostly acquired from their years of working experience.

iii. Stakeholder analysis is seen as a pre-determined exercise that does not extend beyond the inception phase of the project.

iv. Prioritisation and mapping of stakeholders which are both methodologies for stakeholder engagement are not properly employed by the firms in managing the stakeholders.

v. Communication in its many forms was identified as the major tool for managing project stakeholders.

vi. The barriers encountered in managing stakeholders include: poor management training; lack planning and implementation of communication strategies; and wrong implementation and lack of adherence to contract conditions.

vii. Adequate communication and involvement of stakeholders; good management training and skills; and proper implantation and adherence to contract conditions were identified as the solutions to the barriers identified above by the respondents.

viii. The guidelines for stakeholder management provided in the existing literature seem too formal to be adopted by people who are not academically trained and oriented.

ix. Strategic approach is the major approach used by the firms in managing project stakeholders.

5. 2 Conclusion

This study was carried out to appraise and evaluate the application of stakeholder management concept under the TETFUND project scheme. The study may not represent the same scenario in other projects within the construction industry in Nigeria. However, the research findings gave an insight on how the project management consulting firms adopt the concept of stakeholder management and some of the problems they encountered in managing the stakeholders. This study concentrated on projects with almost the same set up and project stakeholders' community so that the results could be comparable. Thus, the conclusion is that despite the awareness and acknowledgements of the importance of managing stakeholders, the survey discovered that there is no proper adoption of the guidelines for stakeholder management as stated in literature.

5.3 Recommendations

Based on the major findings the following recommendations were made:

i. Every project management consultancy firm should have well-trained and qualified project managers. This should be used as one of the basis for assessing firms that bid for project management services for construction projects in Nigeria.

ii. The need for Stakeholder analysis and engagement should be emphasised by construction clients in Nigeria and it should be a continuous process that spans throughout the phases of the project.

iii. Proper adoption of stakeholder analysis and engagement steps should be embraced by consulting project management firms in managing project stakeholders.

iv. All the engagement and communication avenues for managing stakeholders should be well adopted by project management firms.

v. Communication should be well kept between the different levels of stakeholders and any decision or suggestion by a stakeholder or group of stakeholders should be well informed to other project stakeholders.

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APPENDIX

INTERVIEW GUIDE

Opening Remarks

- Introduction: the interviewer, research and what the interview will cover.
- Stating the time frame for the interview.
- Ask for any need for clarification from the interviewee.
- Ask for permission for audio recording of the interview session.

General Questions

- Years of organisation existence.
- Range of services offered by the firm.
- No. of Employees and those with PM Qualification.

The firm's /organisation's understanding of the concept.

- How would you define Project Stakeholders?
- Who do you consider a Project Stakeholder?
- What relevance do you think Project Stakeholders have on a project?

Stakeholder analysis:

- Have you ever carry out stakeholder analysis? (If none, why?)
- What steps/methods use in conducting the analysis?

Stakeholder Engagement methodologies:

- How did you identify Project Stakeholders in this TET fund project?(Method / tools employed)
- Have you prioritised and mapped the Project Stakeholders you identified? (If none, why?)
- How did you involve/engage the Project Stakeholders you identified?
- How did you manage, keep and promote relationships between the Stakeholders?
- How did you communicate with the Project Stakeholders? (Possible techniques)

Identifying the problems and barriers encountered in Stakeholder Management concept:

- What challenges do you think generally that managing Stakeholders in Construction Projects pose?

- How do you think each of the challenges identified can be addressed?