

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY KUMASI,
GHANA**

Stakeholder Management Strategies Adopted by Sekondi-Takoradi Metropolitan Assembly for
Urban Development Grant (UDG) Projects.

By

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A Thesis Submitted to The Department of Construction Technology and Management, College
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Master of Science in Project Management

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DECLARATION

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material published or written by another nor material which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgement is made in the thesis..

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ABSTRACT

The research aimed at investigating Stakeholder Management Strategies adopted by Sekondi-Takoradi Metropolitan Assembly for Urban Development Grant (UDG) Projects. In achieving this aim, the objectives set were; to identify steps adopted in stakeholder management; to identify challenges associated with stakeholder management; and to identify causes of the challenges associated with stakeholder management by Sekondi-Takoradi metropolitan assembly. The research adopted the quantitative strategy, data was obtained using questionnaire. The total population was 185, Kish formula was used in obtaining the sample size of 72, and 60 respondents helped in achieving the aim of the research. The data was analyzed and presented with the aid of Statistical Package for Social Scientists (SPSS) and Microsoft Excel software's (using the Mean score ranking and Relative importance index (RII). The study revealed that planning of stakeholder management, identification of stakeholders and controlling of stakeholder's engagement were the most effective steps adopted in stakeholder management strategies. In the second objective, poor communication among stakeholders, poor strategies during stakeholder's management, lack of stakeholder support, hiring a project management with high competency and excessive political interference were also the major challenges associated with stakeholder management strategies. Low level of understanding among stakeholders, high level of disagreement among stakeholders, inconsistent communication among stakeholders and unavailability of resources were the main causes of challenges were chosen by respondents that needed effective attention to be resolved. Lastly, the study revealed stakeholders being included in the project process, firm agreeing with stakeholders in finding solutions, ensuring that there are enough resources for stakeholders during a project and lastly ensuring good relationships among stakeholders as the important strategies that could reduce the challenges. These were the main strategies selected by respondents to help reduce these challenges and causes of challenges, and there were other helpful strategies that were chosen as the least strategies.

Key Words: UDG, STMA ,Stakeholder management

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DEDICATION

I dedicate this piece of work to the Almighty God for his love, protection and faithfulness

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF STUDY

Results from several researches show what stakeholders add up to the attainment or letdown of a project (Newcombe, 2003). There is always a question that comes up often is who are stakeholders, how should they be handled and what brings up their attentiveness? According to Freeman (1984), stakeholder approach stood recognized in strategic management at the initial stages of the theory of stakeholder and concept in the rings of management. In past years, research into stakeholder management has been aggregating because of their good impact on the outcome of project (Yang, 2010). The whole idea of stakeholders came about by initially being presented to the normal general management conversation said by Freeman (1984). In about some few years after Cleland (1986) took into consideration the stakeholder idea into the model project management. It has been since then that the responsibility of the management of stakeholder as a main process of project management has supported, by which currently the notion of project management is elaborated through stakeholders as “the method of adjusting the strategies, specifications, and methods to the diverse hopes and concerns of the several stakeholders” (PMI, 2008)

According to Chinyio and Olomolaiye (2010) there are quite a lot of methods in stakeholder management by many industries of construction but there are no formal approaches. To ensure a high level of success on a project is to meet stakeholder satisfaction according to PMI (2013). There are several definitions for a stakeholder and according to Freeman (1984) he explained stakeholders as “people who can affect or they can rather be affected by an organizations intention or in other words objectives”. When we talk about stakeholders, they have impacted attentiveness and passion in project growth and atmosphere within which

operations of the project takes place (McElroy et al., 2000). Newcombe, (2003); Kolk and Pinkse, (2006) made it clear that in stakeholder's effect, or could be swayed by an organization, care or be aggressive to an organization. What matters and considered as vital is the full approval that stakeholders have an entitlement or interest in the activities of a project (Nguyen et al., 2009). To further this background study, research identified that the construction projects stakeholders are categorized as internal or external supporters of a project alliance (Winch, 2002) and according to Bourne and Walker (2005), The management of stakeholders is a confident method to take along to surface concerns of stakeholders and increase of healthy relationships in a difficult environment. There are primary or secondary stakeholders in which they are categorized on whether they do or do not have a contract with the owner of the project. The very vital stakeholders are also mentioned as primary stakeholders which is considerable. Over the years, researchers have identified stakeholders in a construction project as; site personnel, client, managers of project, subcontractors and contractors, (Eyiah-Botwe, 2015).

Sekondi-Takoradi metropolitan assembly exists to increase the existing condition in the metropolis through the provision of sustainable socio-economic development and good governance that is reactive to the desires of the people. Sekondi-Takoradi metropolitan assembly is a key stakeholder in this part of the country and would be of great benefit to the study. Taking all this into consideration, the purpose of this research is to investigate and identify stakeholder's management strategies adopted by Sekondi-Takoradi metropolitan Assembly for Urban Development (UDG) Projects. This research will go further to identify the challenges together with the causes of these challenges associated with stakeholder management.

1.2 PROBLEM STATEMENT

In as much as research has been conducted on stakeholder management, project research still has the absence of both theoretical understanding and experimental confirmation of several project stakeholder associated occurrences, (Achterkamp and Vos, 2008; Kolltveit et al., 2007; Yang et al., 2009). According to Iyer and Jha (2005) they explained that scheduled work done in large projects could be significantly slowed down because of indecisiveness, inadequate coordination of project stakeholders and conflict.

Considering this, stakeholder can be affected or have rather have their rights affected by the construction organization and they even sometimes affected by the organization's activities. Research also identified that stakeholders can bring challenges by affecting an organization's aims, functioning, survival and sometimes its improvement. These challenges sometimes turn beneficial because several stakeholders sometimes help organizations to achieve their goals and they are unfriendly when they oppose your mission. In all these, stakeholders have the authority to be either of good use or a hazard to an organization and its development (Gibson, 2000). In every project that has a set of limitations for assessing success has critical factors that influence the outcome of the project. According to Saraph et al., (1989) she stated "those main parts of decision-making and action together with planning that must be practiced in order to achieve effectiveness in a project. Taking into consideration the problems of the execution of a structure (Chinyio and Akintoye, 2008 and Mok et al., 2015) elaborated the challenges to managers of a project are the identification of various stakeholders and the greatest method to stakeholder management for operative influence on the completion of a project. Likewise, the "Get-Fund outlook between the years 2000 to 2009" identified planning that is poor and inadequate involvement of key stakeholders in the planning as the main source of project failure.

A lot of stakeholders in construction in current periods are turning increasingly anxious about construction projects period because of rising potential disputes and claims which is growing into arbitration are problems of stakeholder's management, Fugar and Agyakwah-Baah (2010).Likewise, to this El-Sawalhi and Hammad, (2015) recognized challenges to stakeholder management in the Gaza strip industry of construction as; engagement a project manager with high capability, obvious evaluation of another solution, guaranteeing actual communication between the project and its stakeholder. Evidence from Sekondi –Takoradi Metropolitan Assembly shows no exemption to these challenges in dealing with stakeholder's management for Urban Development Grant (UDG) Projects in the Metropolis.

Therefore, this research seeks to address challenges associated with stakeholder's management and make appropriate recommendation on the best strategies for stakeholder management.

1.3 RESEARCH QUESTIONS

In order to attain the above, the following questions were formulated:

1. What are the documented steps adopted in stakeholder management by Sekondi – Takoradi metropolitan assembly?
2. What are the challenges associated with stakeholder management in the Sekondi-Takoradi metropolitan assembly?
3. What are the causes of the challenges associated with stakeholder management in the Sekondi –Takoradi metropolitan assembly?

1.4 AIM OF THE STUDY

The aim of this study is to investigate stakeholder's management strategies adopted by Sekondi-Takoradi Metropolitan Assembly for Urban Development Grant (UDG) Projects.

1.5 RESEARCH OBJECTIVES

The research objectives considered are:

1. To identify the steps adopted in stakeholder management by Sekondi-Takoradi metropolitan assembly.
2. To identify challenges associated with stakeholder management in Sekondi-Takoradi metropolitan assembly.
3. To identify causes of the challenges associated with stakeholder management in Sekondi-Takoradi metropolitan assembly.

1.6 SIGNIFICANCE OF THE STUDY

This research seeks to bring out the significance of stakeholder's management strategies which is adopted and used in bringing out the best of project results. It's also of much importance because of its addition to the body of theory and existing knowledge. Also, the results from this study could be used by policy makers of government to better the understanding of project managers in the construction sector and Ghana as a whole. This is also to inform stakeholders of their contribution to projects selection from the beginning which will bring successful completion of projects. Lastly this research is of significance because of its broad understanding on some challenges in stakeholder's management and what causes the increase of these challenges. This will create awareness by helping create and improve in stakeholder's management in Ghana as a whole.

1.7 SCOPE OF THE STUDY

The Secondi Takoradi metropolitan Assembly in the Western region of Ghana was purposely selected for this research. In the background of study above, various stakeholders were identified by Eyiah-Botwe, (2015) and this research will mainly concentrate on various stakeholders in the industry of construction like: site personnel, client, managers of project, engineers, subcontractors, contractors, selected Consultancy firms Department and Agencies.

1.8 RESEARCH METHODOLOGY

The methodology adopted for this study was the quantitative approach analysis because of the statistical, mathematical or numerical analysis in which data will be collected through questionnaires and this helped determine and separate the most important factors from the less important ones.

The research will therefore launch and continue with the literature review on related focus of the research, in which the progress of sound and serious questionnaire will be made, and also has its source around the aim and objectives of this study of which the data collection will be from stakeholders from construction industries around the scope of the study. The source of the information that will be used for the research is mainly through journal publications, newspaper publications, books and the internet. After the review, questionnaires will be designed to collect data from the research respondents. Closed ended and open-ended questions will also be used. The questionnaires will be semi-structured and self-administered among stakeholders by getting their views and also experiences of stakeholder's strategies and also implementation of these strategies in construction project.

1.9 ORGANIZATION OF THE STUDY

This study was arranged in five chapters. Given below is a brief detail of each chapter.

Chapter One: This chapter outlines the introduction, background of study, problem statement, research question and the aim and objectives for the research work. The significance, Scope of research, limitation, research methodology and synopsis of the chapters are all part.

Chapter Two: The literature reviews in the area to the study and secondary data available to the topic are also detailed here. The chapter also document reviews on areas of study in stakeholder management strategy.

Chapter Three: It documents the methodology used for collecting data, the appropriateness of quantitative questionnaire designed and developed used for the study. The determination of the sample size and administration of questionnaires is also disclosed in the first part of the chapter. The second part is devoted for data processes and analysis.

Chapter Four: The chapter presents the analysis of the data collected via questionnaire and the discussion of result. All the sub-topics under this theme have been discussed upon; reasons for the consistency and opposition of some of the result as per the literature review were also discussed.

Chapter Five: This chapter presents the summary of the main research findings, the research conclusions and to suggest specific and general recommendations that may inform the basis for further research works.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter presents the theoretical framework. This theoretical framework took the various theories that made the study very educative. The chapter will also present the literature review which will delve into stakeholder management strategies adopted by Secondi Takoradi Metropolitan Assembly the implementation of these strategies for Urban Development Grant (UDG) projects. This chapter will also include going into the various objectives of this research in attaining the success of this research. Information in this chapter will be retrieved from research papers, books, journals, web articles, conference proceedings and other educative relevant sources.

2.2 STAKES AND STAKEHOLDERS

In this chapter we want to consider a stake and stakeholders. According to Weiss (2006) a stake is a share or an interest in or during a task while stakeholders are persons that benefit from an organization. Considering all these, stakeholders can also have their privileges affected by an organization or they can be harmed and they are mostly affected by the activities of an organization. Stakeholders are very helpful when they decide to assist you in attaining your aims as an organization or a group. And they can also oppose when they decide to bring down your mission and with these, they have the authority to either be helpful or to be a threat to the growth of an organization, (Gibson, 2000).

The impact of stakeholders can be very little or excessive and it can be applied incidentally or intentionally. Stakeholders according to Vogwell, (2002) are normally influenced by other

considerations like economic factors. Mintzberg (1995) added up on stakes that they have cultural the political roots also. A group of stakeholders constitutes of shareholders and often have an assigned interest in the profits of their organization. Some people agree to the fact that if taking care of other stakeholders will bring profit, then that well accepted.

2.3 STAKEHOLDER MANAGEMENT

According to research management in general is the relationships that lie between an organization and its stakeholders. In the stakeholder's management this relationship can bring both negative and positive impact on both organizations and individual. In the management of stakeholders, they need to be treated well in order to minimize how they negatively affect the success of individuals and organizations. It is quite a duty to cope stakes in various task and responsibilities. Most often stakes are not stationary but lively, it is important always to manage the unstable equilibrium between the stakeholder's welfares (Goodijk, 2003). Several results gotten from research shows that in stakeholder management, it dictates that an organization should communicate with many constituent individuals and should produce and preserve the support of these groups by allowing and balancing their interest that are very significant (Good paster, 1991; Freeman, 1994; Logsdon and Wood, 2000). Weiss, (2006) elaborated that stakeholder management defines the dealings between the stakeholder and the organization. And we have explained already that these relationships or dealings are difficult and can affect the organization in a positively or negatively manner. Further explanation in the line of these makes it clear that stake holding is therefore a method of social presence and so it weakens obstacles to the expertise that is moving in and out of groups and in other words organization. (Moloney, 2006). Opposing stakes can lead to conflict concerning stakeholders; therefore, it is prudent to direct stakeholders in various tasks.

2.3.1 Stakeholders in construction

Newcombe (2003); Smith and Love, (2004) in the execution of a construction project there are stakeholders present in this industry aspect also. Looking into construction, we have a large number of stakeholders and this may include project managers, clients and occupiers of facilities, facilities operators, designers, investors, law makers, workers, contractors, dealers, process and service providers, competitors, banks, insurance companies, media, community representatives, neighbors, public, consumers, development organizations, the natural surroundings, the media, opinion leaders, civic institutions, government institutions and others. Every one of these mentioned will make some impact into the project at every stage and this can also influence the success or failure of the project.

2.3.2 Types of stakeholders and its management

Considering stakeholder management, it contains classifying and categorizing stakeholders, therefore enabling both early and subsequent meeting with them in an appropriate and well planned, coordinated and manner. This arrangement entails the identification of diverse groups of stakeholders; data and information being gathered about them; finding their tasks and duties during the execution of a project; defining their capacities and feebleness; their plans being identifying; forecasting their attitudes and planning and applying an approach for handling these stakeholders (Cleland, 2002). There are number of technics that can be used to group stakeholders. During the construction of a project, stakeholders can be internal or external, (Winch and Bonke 2002). Internal stakeholders are those who are participants of the project partnership or who provide finance, and also, we have the external stakeholders, these are also those moved by the project in a way that is very essential.

From this explanation then we say that stakeholders can be internal or external to the project group or scope of project, according to Sutterfield et al., (2006). Related stages are classified in and out of the group of stakeholders (Newcombe, 2003), and intended and unintended stakeholders (Smith and Love, 2004). Additional explanation looks into primary as against secondary stakeholders (Carroll and Buchholtz, 2006). According to Pajunen, (2006) they further explained a primary stakeholder group as one deprived of whose current contributing the company and cannot endure as a going concern, while the secondary stakeholders are those who cause a change or are moved by the organization, nonetheless they are not important to its existence.

In some organization's stakeholders may be very serious and others may reduce seriousness Winch and Bonke, (2002). There can be an act of comparing between stakeholders and others that are engaged as service providers (example. consultants, subcontractors, contractors) who are key or have direct link to an organization; those that have no duty or compensations that are official, but have an unintended or secondary affiliation with the organization (Smith and Love, 2004; Carroll and Buchholtz, 2006). Un-contracted stakeholders (examples are the public and possibly the operators who will use the facility after completion) can disturb construction task with their activities, which may be political, hence are not simply accountable for their activities. Certain stakeholders may well outlook as financial makers and powers that have the possibilities of being controlled. And according to Carroll and Buchholtz (2006) they assessed the classes of social against non-social, then essential, environmental otherwise well-planned stakeholders. Knowing some sizes on which stakeholders can be taken, some stakeholders may be associates of two or more kinds. In making decisions, it is important to reflect stakeholders as being helpful, neutral, or unwilling (Chinyio and Akintoye, 2008). The unwilling ones are mostly the lesser but can be voiced. The idea behind all these is to move stakeholders from impersonal and especially unwilling

side of the support to the side which they can be supportive. Clients see to it that a project meets the strategies of an organization. Community clients see to it that community assets are used in a good manner. Consultants, in other words advisors which consist of quantity surveyors, architects and structural engineer also ensure that specifications are met by the contractor. The contractors are accountable for the performance of the task on site. The external stakeholders have their own duties, the authorities of Ghana are the main external public stakeholders in project that is classic (Mei-Yung and Olomolaiye, 2010).

2.3.3 The need for construction stakeholder management strategies.

Current construction clients begin to appear by way of lively configurations of stakeholders who are involved with a complex market (Newcombe, 2003). Projects comprising complicated clients, huge project teams and several stakeholders, it is important to have active coordination and over-all management of the various stakes, and it permits operative client management who is also very effective. (Boyd and Chinyio, 2006). Stakeholder management improves better capability in relational concerns and diminishes possible risk which is within. To attain a prosperous project result, the project manager should be skillful to manage the interests of various stakeholders during the course of the entire management of project process (Sutterfield et al., 2006). Even though philosophies may be agreed across borders, construction has its particularity; therefore, it's needed to have progress values of construction stakeholder management based upon observed investigation.

2.4 STAKEHOLDER MANAGEMENT THEORY

According to research and a little information gathered above, stakeholders are well-defined as individuals who are vital for the survival of an organization's and can be affected or affect

the attainment of the organization's purposes (Freeman, 1984). It was further explained by Gibson (2000) that stakeholders are like "persons with bestowed concern in the achievement of a project, by which interactions goes on in the company". They are also known as "those that by benefit of their communication with an organization may activate or bring in a project if observed to be beneficial or impossible to work, hinder, together with stopping the progress of project ongoing when it has not been observed" (Newcombe, 2003). In the observation of what Chinyio and Olomolaiye (2010) stated, they made it clear that there are a lot of stakeholders in construction and the many stakeholders should be handled well together with the owner, consumers, , facility operators, workers, subcontractors, contractors, service providers, companies, media, public, opinion leaders. Newcombe (2003) proposed that project managers have constantly considered the owner been the only stakeholder, a way which necessities to be amended. PMI (2013) proposes that the success of a project can be achieved when all stakeholders need are satisfied. It is suitable to now that stakeholder theory has improved in the past three decades, concentrating on diverse viewpoints in a way leaders of organizations have to manage stakeholders. Gibson (2000) explained that stakeholder theory in contrast with traditional philosophies states that, the significance of persons and groups affected by an organization's events must be well thought-out.

Research according to Elias et al. (2002) brought out results which states that, there are four zones that is corporate strategy, systems theory, organizational theory and corporate social duties which are brought and grown out of the method of management.

Corporate strategy: Findings from literature Ansoff (1965) explains that the refusal of stakeholder theory in his standard book Corporate Approach since it careful observed purposes and duties as substitutes. It was an inclusive sector of the contest for the existence of theory of stakeholder management. In the literature of strategic planning, it initiated to feature importantly stakeholder theory in long time 1970's. Taylor (1971) investigated the

significance of stakeholders may shrink due to businesses that were going to court for extra stakeholders.

Systems theory: Though it added to the growth of stakeholder theory. Ackoff (1974) discussed that for stakeholder contribution in system design significant of when he recommended that stakeholder communication and provision supports in societal issues being solved.

Corporate social responsibility: A lot of investigators became disturbed by corporate social responsibility CSR, by way of literature in management presented concept of stakeholder. In areas such as ideas, concepts and techniques of earlier researchers and included non-traditional stakeholders were covered in literature using as a key change stakeholder theory (Post, 1981).

Organizational theory: An investigation by Rhenman (1968), mentioned stakeholders as people who rests on the survival of organization and the vice versa.

Standard stakeholder concept developed on the root of existence and divided into four areas taken into consideration (Freeman, 1984). Donaldson and Preston (1995) claim that the stakeholder theory is about organization, Freeman et al., (2004) propose it is unbending, expressive, indicative and helpful at the times that are similar. Mitchell et al., (1997) made it clear that stakeholder management is surrounded in organization thoughts and rehearsal since Freeman 1984, that there is no settlement on what Freeman (1984) calls "The Source of Who or What Really Counts." That is, who (or what) are the firm's stakeholders? This question calls for a normative theory of stakeholder documentation, to explain reasonably why managers should consider some level of classes of individuals as stakeholders. The second question "And to whom (or what) do managers pay consideration? Calls for an expressive theory of stakeholder salience, 2003).

Stakeholders in construction are categorized separately which is based on their relationship and contractual agreement. Carroll and Buchholtz (2006) mentions the main; with a formal settlement with the project owner and secondary if not. Stakeholders that are critical to project delivery are primary stakeholders (Clarkson, 1995) but could be lacking strong influence due dominance of the buyer (Walker, 2007). And according to Chinyio and Olomolaiye (2010) they established that some stakeholders are quiet critical to the success of a project though others normally change position as progresses of project. The tendency then is to have more eyes on stakeholders during the progress phase of a project. Further, stakeholders are mostly denoted as internal (which are the key stakeholders) or external to the project (OGC, 2003; Calvert 1995; Winch and Bonke, 2002), Mitchel et al., (1997) nonetheless propose that the classification of stakeholders should be grounded on related to a project considering authority, urgency, and lawfulness. The classification of stakeholders gets into them being demanding, inactive, discretionary, dominant, dangerous or definitive. Considering main stakeholders who are also the internal stakeholders and definitive stakeholders and refer to the project group: project manager, owners, designers, designers, contractor, sponsors and users.

2.5 PROCESSES ADOPTED IN STAKEHOLDER MANAGEMENT

Stakeholders are the inventor of the organization of project management that is accountable to the delivery of stakeholders' expectation and gratification. The fruitful delivery of any project highly depends on stakeholder appointment and management (Chang et al., 2013), and the actual engagement and organization of stakeholder relies on project manager's skill to identify stakeholders' expectations from the beginning to end of the project (Cleland, 1999). According to researchers, they described project stakeholder management as a process in which project team enables the needs of stakeholders to identify, discuss, agree, and

contribute to achieve objectives of these ones (Brammer and Millington, 2004; Pajunen, 2006; Rowlinson and Cheung, 2008). Likewise, KERZNER (2011) describes stakeholder relationship management through six procedures, including “identifying stakeholders, analyzing, engaging, identifying information flow, enforcing stakeholder agreement, and stakeholder debriefing.” Furthermore, it forms the base-organization perspective, Eskerod and Jepsen (2013) proposed some other three processes of stakeholder which are identification, assessment, and prioritization. According to Jergeas et al. (2000), he explained that, the essential for well-organized management of the connections concerning the project and its stakeholders as a significant key to the success of the project. In the research of Bourne and Walker (2005) they stated that stakeholder Management (SM) is an approach which is well-organized and effective of taking stakeholder concerns to the shallow and increasing robust stakeholder relationships in difficult project environments. In the case of Young (2006), he agreed that stakeholder management should comprise of identifying, gathering information and analyzing stakeholders influence through an organized method (Lock, 2007). Eskerod and Jepsen (2013) proposed that stakeholder management process should include identification, valuation of contribution, stakeholder arrangement and investigates. The main difficulties to project managers are the identification of various stakeholders and the best method to stakeholder management for operative impact on delivery of project (Chinyio and Akintoye, 2008; Mok et al., 2015).

Research in Ghana has revealed that project managers only consider some parts of stakeholder management and preserve mental information as a replacement for documentation and which is minus a formal procedure (Eyiah-Botwe, 2015). In the research investigated by PMI (2013), resulted that the several steps a project manager has to go through in the stakeholder’s management process. And this process comprises of stakeholder

identification, planning of stakeholder management, managing of stakeholder engagement and control of stakeholder engagement.

2.5.1 Stakeholder management analysis

Research conducted by Grimble et al (1955) have defined stakeholder analysis as the identification of a project's stakeholders, an assessment of their interest and the ways in which these interests affect project risk and validity and are used to evaluate stakeholders' capacity development. Those individuals that have an interest in a project must be identified and the nature of their interests must also be analyzed. In the execution of a project without a deep understanding of every interest that is seen in the project is, by today's values, very risky, but also unacceptable in a very professional approach. According to research we consider three forms of stakeholder analysis that should be carried out in the course of a project:

- Foundation analysis - performed during the initiation of a project
- Regular updates finished at the end of every stage
- Adhoc updates done whenever events propose that there has been an alteration to the environment of the stakeholder (Tasmanian Government Project Management Guidelines 2005). Classifying a stakeholder to a project is just one step in all of the process to the management of stakeholder. Project managers must analytically evaluate every stakeholder and their interest so as in having the capability to find out his expectation. The views of many stakeholders may be different together with interest on a project. It is the duty of the contractor to assess all these necessities and do his best in meeting this necessity. In doing this, there must be an analysis by the project manager to ascertain his impact on a project.

According to the Tasmanian Government Project Management Guidelines Version (2005)

Stakeholder analysis is used for some purposes, including:

- Management of variation - as a precursor to buy-in analysis
- Risk management - threats are often uncovered (directly or indirectly) from an examination of stakeholders
- Management of issues - analysis of stakeholders is one of the most fruitful sources of key issues for a project

Strategies for attaining and supporting stakeholder responsibility include:

- Vigorous involvement of all who can affect, and be affected by, the project in the definition and planning phases
- Legitimization by the actions of a Project Manager in the eyes of those stakeholders who are in a way affected by it, or who can affect, the knowledge of the project's outcomes and its profits. The establishment of trustworthiness and also the implementation of trust should take place by the project manager. And apart from having skills that are obvious, know-how and experience, techniques of bringing in actions which includes:

Good personal relationships being established - expertise alone does not stimulate reliability and trust. Illustrating that actions are being determined by the needs of the stakeholders and that their requirements are seriously considered.

Stakeholder analysis helps to assess project environment to draw out the interests of stakeholders in relation to the problems which the project is seeking to address and, to identify conflicts of interests between stakeholders. The concept of the „4Rs“ has been suggested for use (Salam and Noguchi, 2006) in the analysis of stakeholders. The „4Rs“ namely, Rights, Responsibilities, Revenues, Relationships as used to analyze stakeholders

demonstrates the independency and interactions between them. They are described as follows:

1. Right: To access and use products and access to employment.
2. Responsibilities: Implement decisions and rules, procedures and beneficiaries and abide by rules.
3. Revenue: Accrued from resources accessed, and from employment, as well indirect benefits.
4. Relationships: Includes stakeholders in the conflict and their history with each other.

Freeman (1984) introduced the stakeholder analysis framework which comprises of 2 stages: Identification and evaluation: The underlying criteria are to identify stakeholders' roles, the conflicts that might possibly exist among these roles and the formation of any negative situations that could hinder the project implementation.

2.5.2 Historical development of stakeholder management in Ghana

The research resulted that, projects cannot be developed successfully in Ghana without stakeholder management consideration by project managers. The success of a project is critical due to the significance of the construction industry in the socio-economic development of Ghana (ofori, 2013; fugar, et al., (2013). Old improvement towards stakeholder management was then recognized and documented as follows:

Architects act 1969(NLCD) –to control practices and operations of architects as project designers, project leaders/ managers to effectively manage the project group.

Local government act, 1993 act 462, the Town and Country Planning Department was accused with the total planning and development control within its authority.

Building regulation, 1996 (li 1630) - This brings out rules and bye-laws for development.

Local government act 1993 (act 467) – metropolitan, municipal and district assemblies organized with the preparation authorities regulate physical development. The imitation to building codes and recognized the statutory endorsed bodies for all stakeholders.

Ghana vision 2020 (1995) - using resources competently to achieve rapid growth of the economy with importance on using local resources and sustainable principles not on project management.

February 2010 – 1st GET-Fund consultative meeting – engage all stakeholders for improved infrastructure delivery.

Engineering council act, 2011 (act 819) – regulate activities and operations of architects as project designers, project leaders to effectively control the project team.

National Urban Policy framework and action (2012) - the contribution of all appropriate stakeholders to guarantee improved transparency and responsibility, zonal stakeholders consultation workshops to review and confirm the plan action

National Housing Policy (2015) – ensure that there is the contribution of all stakeholders in decision-making on projects housing, involve communities and nontraditional interest groups.

2.5.3 Stakeholder strategy matrix

Research conducted by Freeman (1984) on stakeholder matrix model proposes that companies will develop strategies to address stakeholder's interest, which will be based on the abilities of these stakeholders to cooperate with the firms (which is a 2×2 matrix) and this is an awareness which is backed by several authors (Kimery and Rinehart, 1998;

Polonsky, 1996; Savage et al., 1991). Considering other positions in the two dimensional matrix permits the firm to get the very appropriate strategies for the supervision stakeholder relationships of companies. Authors who are investigating the stakeholder matrix have proposed that stakeholder's impacts resulted in four classifications of stakeholders influencing skills, and also there are suitable approaches for handling each of these category (see Figure 1).

Freeman (1984) proposed that those with high level of helpful and threatening abilities were Swing stakeholders, as these stakeholders can either support or hinder activities of an organization. Strategies for handling Swing stakeholders should “seek to change or impact the rules of the game that rules stakeholder interactions” (Freeman, 1984). According to Savage et al. (1991) further explained this group more positively as Mixed Blessing stakeholders, with whom organizations should work together with to increase their positive influencing capabilities and minimize threatening capacities. The marketing attentive work of Kimery and Rinehart (1998) focused on the possible positive Mixed Blessing perspective as compared to the undecided Swing perspective, which could potentially be deliberated to have some implications that are negative. In the case of Polonsky (1996), his research too went more into the Mixed Blessing type of classification, finding out that this stakeholder group needs positive commitment to nurture their positive cooperating possibilities. These authors have proposed that negative potential will be operated, which may not be the case. And with this while defensive plans might decrease base on these groups, Polonsky (1996) proposed that engaging these unhelpful stakeholders might be a better strategy to better manage relationships and minimizing negative possibilities (Heugens et al., 2002).

The concluding group of stakeholders have a low supportive and low threatening potential. And Freeman explains these as holding stakeholders, with whom organizations should seek to holding on current positions, together with monitoring them for changes in the position

which they are in. Savage et al. (1991) and Kimery and Rinehart (1998) further had similar descriptions of this group, proposing they are marginal stakeholders who should be monitored. In the case of Polonsky (1996), he suggests that the importance of holding stakeholders might be in their unintended influencing abilities (positive and negative) on the productivity of the organization. He explained that while monitoring is important, other strategies might be used to support in building sustenance from these stakeholders, seeing to it that any changes in relationships are clear and will produce positive solutions. Considering all these, the stakeholder strategy matrix would propose that it is stakeholders influencing ability (i.e. their cooperative and threatening ability) that should direct the decisions of managers in respects to strategic decision making with regard to managing the relationships stakeholder. There is no proposal that stakeholders in any one quadrant of the matrix are extra significant than others, but rather be argued that stakeholders with low supportive and low threatening potential are less significant (Freeman, 1984; Savage et al., 1991). However, this would be uncertain by Polonsky (1996), who proposes that all stakeholder positions within the matrix are equally important. We propose that there should not be any modification in how stakeholders are observed. That is, the application of the stakeholder strategy matrix model would provide reasonable direction, sustained by empirical proof, to managers trying to address the interest of stakeholders. If managers cannot suitably address stakeholders' interests, it is unlikely that there will be developments in the results of organizations, which might describe why there is often an incompatibility of interests, resulting in ambiguous results relating to financial presentation and being concerned with stakeholders (Wood and Jones, 1995).

2.5.4 Stakeholder management strategies

Stakeholder management strategies can be put in a place of being formal or informal, wide or complete. The nature and complexity is one reliance of the project. It is very key to analysis the necessities and the requirements of the stakeholder during the projects life cycle as their choice is dynamic in all. Strategies that are adopted in the management of stakeholders begin with identifying the stakeholder as said initially. Complexities sometimes arises in identifying the entire list of stakeholder and including them in the preparation and development period of a project do the several descriptions given to them as a stakeholder.

The ability of a project manager having the capability to grow strategies after identifying the stakeholders and understanding the stakeholders in other to imprison their interest is one crucial aspect of stakeholder strategies. According to Oliver (1991), he identified five (5) strategies and these are: Acquiesce, compromise, avoid, defy and manipulate. This point was well classified as:

Acquiescence: taking alternative forms, containing habit, imitation, and compliance.

Compromise: This strategy contains balancing, pacifying and bargaining with external parts.

Avoidance: Can also be defined as “the organizational attempt to prevent the necessity of conformity”; organizations may conceal their nonconformity, buffer themselves from institutional pressures or escape the institutional directions and expectations.

Defy: Oliver (1991) views defiance as a lively form of opposition to institutional processes. It may look in the form of dismissal, challenge or attack.

Manipulation: Finally, the active manipulation strategy refers to the purposeful and opportunistic attempt to co-opt, influence or control institutional pressures and evaluations. Currently Lim et al. (2005) also derived four basic strategies in managing stakeholders. They are;

Collaboration: Collaborate with stakeholder to prevent threats and encourage assistance on project activities;

Involvement: Involve stakeholder in decision making to reap benefits of their participation;

Monitoring: Monitor stakeholders to check if there are any changes to their preference

Defending: Execute project to address the needs of the stakeholder

2.6 THE CHALLENGES OF STAKEHOLDER MANAGEMENT STRATEGIES

According to Kalsern (2002), there are several challenges in stakeholder management and some of these challenges are inadequate resources, poor communication, and negative community reactions. Research carried out by Meredith and Mantel (2000) resulted that if stakeholder aims and objectives are not figured out and the project manager struggles to reach aims and objectives that is not from the stakeholders, the project will be seen as failed. Project stakeholder management entails recognizing and the understanding of the social and political atmosphere of one's project.

According to research also done by Karlsen (1998), there are several challenges of stakeholder management and these are: the lack of planning and method to stakeholder management. Also, according to Kastner (2010), there are three (3) main sources of stakeholder management challenges and these are;

- Unclear stakeholders
- Unidentified stakeholders
- Unreasonable stakeholders.

Unclear stakeholders are the stakeholders who are not sincere and honest about their interest and expectations while unidentified stakeholders are the stakeholders who were not identified

at the early stages of the project. Unreasonable stakeholders are those who do not accept any form of logical reasoning.

In the management of project stakeholders which is unsuccessful can meaningfully affect the outcome of the project as several risks evolving from the stakeholders will have a huge impact on the good results of the project (Gilbert 1983). Research done by researchers has identified a lot of challenges in stakeholder management and some of these are: ignoring the scrutiny information managed by the stakeholders is a main challenge to stakeholder management (Buerthey et al., 2016). Communication as useful in construction projects can be well-defined as the discussion of project-specific ability between the sender and the receiver thus producing good and genuine information to entirely stakeholders (PMI, 2013). Complexity in communication on construction projects can create a significant growth in the amount of unnecessary expenditure which also affects the development of the work and cause interruptions that are unnecessary. According to Nutt (2002), he brought it out that project managers are not able to implement the or partially implement the views and concerns of stakeholders and therefore attain partial results or further more results that are very poor. Unreliable stakeholders were another challenge identified which was explained as can grow into the failure project.

Lastly, a similar research carried out by El-Sawalhi and Hammad, (2015) identified certain challenges to stakeholder management in the Gaza strip construction industry and these challenges are;

- Hiring a project manager with high competency
- Transparent evaluation of alternative solution.
- Ensuring effective communication between *the* project and its stakeholder.
- In addition, setting common goals and objectives for the project,

- Lastly exploring the stakeholders' needs and expectations were discovered as challenges to stakeholder management.

2.7 CAUSES OF CHALLENGES ASSOCIATED WITH STAKEHOLDER MANAGEMENT

According to Bourne (2009), he discovered that the likely conflict among stakeholder's interest can be a key cause of the challenges associated with stakeholder management strategies. The availability of resources (human and capital) was discovered by Smyth et al. (2010) as a main cause of the challenges of stakeholder management. The duration allowed for the project can be another cause in effectively stakeholder management. There are other causes like obstacles to communication like cultural differences and other preferences can cause and create a challenge in management of stakeholders. The causes of the challenges of stakeholder management strategies from the literature in the study are;

The problem of cultural differences among stakeholders

The level of understanding between stakeholders

Having a lot of stakeholders in a project can cause a challenge in the project which can lead to project failure.

2.8 CONCLUSION

This chapter focused on the literature and it related work to investigate Stakeholder management strategies adopted by Sekondi-Takoradi Metropolitan Assembly for Urban Development Grant (UDG) projects. Several factors were explained based on the objectives of the study and as indicated by various researchers in their studies. It is therefore prudent that these factors be tested in the study area to prove the findings successful in helping the

research attain its aim. The chapter started with Stakes and Stakeholders which is very important to know before further investigations take place. It continued with Stakeholder management, Stakeholders in construction, types of Stakeholders and its management, the need for construction stakeholder management strategies then it further continued with Stakeholder management theory then with the first objective which is the processes of stakeholder management strategies, stakeholder impact analysis, strategies to manage stakeholders in construction project. The study further delved into the second and third objective which were the challenges of stakeholder management strategies and then the causes of the challenges of stakeholder management strategies. And factors will help attain the aim of the research which will lead to the success of this research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research conducted by Leedy and Ormrod (2001) resulted that a research methodology is the over-all approach the researcher takes in doing the research work.” Research can be categorized into three basic approaches, and these are: Quantitative, Qualitative, and Mixed methods research (Creswell, 2008; Cohen et al., 2007; Gliner et al., 2009; Kothar, 2010).

This research aims to identify stakeholder management strategies adopted by Sekondi-Takoradi Metropolitan Assembly. The literature review enumerates some of the strategies and challenges associated with stakeholders’ management strategies.

This this chapter discusses the approach, design and method used in gathering data, analyzing and interpreting the gathered data in attaining the objectives of the study.

3.2 RESEARCH STRATEGY

Research strategy is one of the components of research methodology. Saunders et al. (2009)

Well-defined research strategy as the overall plan of how the researcher will be responding to the research questions. Likewise, Bryman (2008) recognized research strategy as overall direction to the conduct of research.

It is imperative to note that Saunders et al. (2009) in his study, revealed that appropriate research strategy should be carefully chosen upon three conditions, research questions and objectives, the level of present knowledge on the subject area that to be researched, the extent of time and resources accessible, and the philosophical foundations of the researcher.

Additionally, Baiden (2006) emphasized that, the three core types of research strategies are qualitative, quantitative, and triangulation. Yet, the choice to select any specific strategy rest on the type, purpose of the research, as well as ease of getting information for the research over actual behavioral event, and the degree of focus on contemporary or historical event. (Naoum, 1998 and Baiden, 2006).

3.2.1 Quantitative Method

Quantitative research is defined by Bryman and Bell (2005) that involving the gathering of numerical data and showing the view of relationship between theory and research as reasonable, a predilection for natural science approach, and as having an objectivist conception of social reality. Again, agreeing to Aliaga and Gunderson (2000), quantitative research is explaining phenomenon by collecting numerical data that are analyzed using mathematically based method (in particular statistics). So this research used the quantitative data for analysis, because the data is in the form of numbers and statistical results.

3.3 POPULATION DEFINITION

The research population mainly covered the professionals who are responsible for stakeholders' management for Secondi-Takoradi Metropolitan Assembly's construction projects. These professional were departments, agencies, contractors and consultancy firms. These people were selected because they are more into or involved in stakeholder management in Secondi-Takoradi Metropolitan Assembly, and it is therefore expected that the aim of this research will be attained if these group of people are being included in this study. The number of professionals who are involved are 185.

The on-going and completed Urban Development Grant (UDG) projects which stakeholder management strategies were adopted by the Assembly are shown in the appendix of this

report; The decision to focus on these projects is because of the size and the number of professionals who are involve in the stakeholder management. The population size is One Hundred and Eighty Five(185).

3.4 SAMPLE SIZE

Obtaining the sample size is the process of selecting the respondents with whom the research work would conduct and this is based on the research problem, purpose of the research work. There are numerous methods in determining the sample size of a research, but this research applied the use of a census for small populations. The numbers of professionals in Sekondi Takoradi Metropolitan Assembly who are involve in stakeholder managements are One Hundred and Eighty five (185), professionals in the agencies are Ten (10), professionals who are working in construction firms are Ten (10), professionals who are working in the consultancy firm are Eighteen (18) and then professionals who are at the assembly departments are One Hundred and Forty Seven (147). Therefore, the total population of professionals who are involved in stakeholder's management for Sekondi Takoradi Metropolitan Assembly Are One Hundred and eighty-five (185). Kish (1965) formula was then applied to obtain a minimum sample size from One Hundred and Eighty Five (185) construction project professionals.

The Kish formula states that:

$$n = \frac{n^1}{1 + \frac{n^1}{N}}$$

Where n= sample size

$$n = \frac{s^2}{v^2}, s^2 = p(1-p)$$

N = Total population = 185

S = Maximum standard deviation in the population elements

p = proportion of the population elements that belong to the defined category

i.e. p = 0.5 (95% confidence level) v = standard error of the sampling distribution i.e. v = 0.05

Hence solving for n¹

$$s^2 = p(1-p) = 0.5(0.5) = 0.25$$

$$v = 0.05^2 = 0.0025$$

$$n^1 = \frac{s^2}{v^2}, n^1 = \frac{0.25}{0.0025} = 100$$

$$n = \frac{n^1}{1 + \frac{n^1}{N}}$$

$$n = 100 / (1 + 100/185) = 64.91, \text{ approximately } 65$$

Adding 10% to the minimum sample size for non-responsiveness;

$$\text{Sample size } 65 + 6.5 = 72$$

This means that, the sample size to be used for the study is 72 respondents.

3.5 SAMPLING TECHNIQUE

In explaining the term “sample” it can be elaborated as a portion of an entire (population) drawn to reflect the remaining (Naoum, 1998). A sample design is a sure plan for gaining a sample from a given population. It refers to the procedure the researcher would adopt in picking items for the sample (Kothari, 1985). This research used the purposive sampling technique which according to Black, (1999) ensures balance of group sizes when multiple groups are to be selected. Simply put, the researcher finds individuals who can provide the information by virtue of understanding the subject matter or experience (Bernard, 2002; Lewis and Sheppard, 2006; Tongco, 2007).

3.6 SOURCES OF DATA

To investigate stakeholder management strategies adopted by Sekondi Takoradi Metropolitan Assembly for Urban Development Grant (UDG) projects in detail, it was necessary to engage in various sources of data search. Secondary data which were used for this study were journals, periodicals and articles found on the internet. The primary data source was also gathered from respondents with the use of a questionnaire survey. The two-data sources were later put together to generate findings.

3.7 DATA COLLECTION

In data collection the research adapted questionnaires since the questionnaire is probably the most extensively used data collection method for conducting surveys (Abdal-Hadi, 2010). A structured questionnaire was designed and used for collection of data from stakeholders at the Sekondi-Takoradi metropolis and also in the implementation of these stakeholder’s strategies

in the construction of it projects. The response based on the data was used to analyzing the objective of the research.

3.8 QUESTIONNAIRE DESIGN

Discovery from Oppenheim (1992) showed that the designing of questionnaire is an essential part of the research design point. Questions in a questionnaire could be open-ended, close-ended or a mixture of the two (Frazer and Lawley, 2000; Oppenheim, 1992), depended on the expected outcome of the research. Research conducted by Frazer and Lawley (2000) resulted four main methods of questionnaire administration: mail questionnaire; personally administered questionnaire; telephone questionnaire; and internet questionnaire. It is therefore significant to design an accurate questionnaire. If the questionnaire is not well constructed the research is likely to fail or deviate.

The questionnaire entailed of close-ended and open-ended questions. The questionnaire used in the study contained four parts. Part A was consists up of five questions. Part B was made up of six process adopted from the literature. Part C was made up of fifteen challenges, part D also had ten causes of challenges and lastly part E also comprised of seven strategies. The actual purpose of the questionnaire was identified from the views of respondents on stakeholder management strategies adopted by Sekondi-Takoradi Metropolitan Assembly for Urban Development projects, and also on the challenges of these stakeholders' management strategies together with the causes of these challenges and its strategies. Likert scale with scores ranging from 1-5 was used in the questionnaire.

3.9 DATA ANALYSIS

The analysis was done using SPSS version 2013 tool for windows to analyze the data collected. The raw field data survey was coded and entered into SPSS version 2013 tool for analysis and result presentation in the chapter four. The statistical tools used for the analysis were the, the Relative Importance Index to capture the weights of several factors within a specified method and Mean Score. Presentations of the data collected were presented using simple tables by the use of MS Excel.

These statistical tools were used to run the analysis in achieving objectives of the research and they were also used to rank the identified strategies. In the statement of Abdal-Hadi, (2010) explained that the relative index technique has used widely by several researchers in building research for measuring approaches with respect to surveyed variables.

3.10 SUMMARY

This chapter addressed the methodology of the study and the reason for the method adopted. The research approach used and the method of data collection was also discussed i.e. the use of questionnaires. The chapter concluded with the research process and covered other important aspects of the methodology such as; sources of data, questionnaire developments, content and design of the questionnaires, distribution of questionnaire, targeted respondents, sample size, and the data analytical tools to be used

CHAPTER FOUR

ANALYSIS AND DISCUSSION OF FINDING

4.1 INTRODUCTION

This chapter presented the analysis of data and discursion of results.

This chapter is organized as follows; General information of Respondents, steps adopted in stakeholder management strategies, challenges associated with stakeholder management strategies, causes of the challenges associated with stakeholder management strategies and strategies adopted in the management of stakeholders.

4.2 RESPONSE RATE

A total of 72 questionnaires were distributed to the target population and a total 60 representing 84% were received. And this percentage was used for the researches analysis.

4.3 PRESENTATION AND DESCRIPTIVE ANALYSIS OF DATA (DEMOGRAPHIC)

This part of the questionnaire entails questions in search of basic information and some connected issues in order to get detailed respondent characteristics. The data comprised the level of education, the age category, and the position in company, the years in position and the role on the project. The importance of knowing the profile of the respondents is to help have confidence in the reliability of the collected data.

4.3.1 LEVEL OF EDUCATION

Table 4.1, gives information relating to the highest level of education which respondents have been able to achieve. The table contains the academic qualifications of the respondents and has been arranged from the highest group of qualification to the lowest group. The table shows that 51.7% of the respondents have their BSc, 26.7% have their HND, then 13% have their postgraduate certificate, the table also showed that 8.3% of the respondents have their PhD. Taking this into consideration, this proves that majority of the respondents are well educated and qualified and they therefore gave concrete responses of their view on the research.

Table 4. 1: LEVEL OF EDUCATION

Level of education	Frequency (N)	Percent (%)
BSc	31	51.7
HND	16	26.7
Postgraduate (MSc/MPhil)	8	13.3
PhD	5	8.3
Total	60	100.0

Source: Field Survey, 2018

4.3.2 AGE CATEGORY

The age category of the respondent was very important to the research and its findings, which helped in knowing the level of mature people the research is dealing with. From the table below shows that 41.7 % of the respondents are between the ages 30 to 39, which shows that most of the research respondents are matured in giving concrete answers. 33.3% are also between the ages 18-29, the table also shows that 13.3% are between the ages 40-49 and

11.7% are in the ages 50 and above. From these the research had most of its respondents to be matured people in helping to achieve the aim of the research.

Table 4. 2: AGE CATEGORY

Years in practice	Frequency (N)	Percent (%)
30-39	25	41.7
18-29	20	33.3
40-49	8	13.3
50 and above	7	11.7
Total	60	100.0

Source: Field Survey, 2018

4.3.3 POSITION IN COMPANY

The table presents the respondent's position in the firm in which he or she works in. And from the table below, it indicates 46.7 % which represents 28 of the respondents were engineers and 20% which represents 12 respondents were quantity surveyors and 11.7% representing 7 respondents were subcontractor, 10% were Architects, 6.7% were project manager and lastly 5 percent were supervisors. And this category of stakeholders was inclusive in filling the questionnaires. Since these people are practitioners and stakeholders in the construction industry, most of them had the adequate knowledge on the issues being ascertained. And this shows that the questionnaires were filled by professionals on several construction sites, it then ensured the sincerity and reliability of the research findings.

Table 4. 3: POSITION IN COMPANY

Position in company	Frequency (N)	Percent (%)
Engineer	28	46.7
Quantity surveyor	12	20.0
Subcontractor	7	11.7
Architect	6	10.0
Project Manager	4	6.7
Supervisor	3	5.0
Total	60	100

Source: Field Survey, 2018

4.3.4 YEARS IN POSITION

The years in which respondents have worked in their position was vital to the research, to help know how much experience they have in their position in which they work in. The table presents that 26 respondents representing 43.3% have worked in their positions between 11 to 20 years and 18 respondents representing 30% have been in their position for less than 10 years, also 16.7% have been in the position between 21 to 30 years and the last respondents were 6 representing 10 % and they have been working in their position for more than 30 years. Taking this finding into consideration, this proves that most of the respondents have been in the construction industry for a long time as stakeholders.

Table 4. 4: YEARS IN POSITION

Years in practice	Frequency (N)	Percent (%)
11-20	26	43.3
Less than 10	18	30.0
21-30	10	16.7
Above 30	6	10.0
Total	60	100.0

Source: Field Survey, 2018

4.3.5: ROLE ON PROJECT

The table presents the role of respondents on their project. The table below shows that 43.3% of the respondents were Engineers which signifies that a few of our respondents were into other positions before they turned into the position of an engineer. 28.3% were also found in the role of quantity surveyors, 13.3% were also project managers, 10% were still architects and 5% were also project planners. This shows that a few of the positions held by the respondents currently were not the same positions they use to be in. But majority of the respondents were in the same positions which show how much experience they also have in their positions. And base on this knowledge of the respondents the questionnaires were accurately filled.

Table 4. 5: ROLE ON PROJECT

Years in practice	Frequency (N)	Percent (%)
Engineer	26	43.3
Quantity surveyor	17	28.3
Project Manager	8	13.3
Architect	6	10.0
Project Planner	3	5.0
Total	60	100.0

Source: Field Survey, 2018

4.4 STEPS ADOPTED IN STAKEHOLDER MANAGEMENT STRATEGIES

In this section, the respondents were presented with a list of 6 steps adopted in stakeholder management by Sekondi-Takoradi metropolitan assembly. The Table 4.6 below displays the mean ranks and by extension, the ranks of the steps as adjudged by the 60 surveyed stakeholder respondents in the construction sector. The results gotten from the analysis of various responses are presented in descending order in Table 4.6 below:

Table 4. 6: STEPS ADOPTED IN STAKEHOLDER MANAGEMENT

Factors	N	Mean	Rank
Planning of stakeholder management	60	4.50	1 st
Identification of stakeholders	60	4.08	2 nd
Controlling of stakeholders engagement	60	3.57	3 rd
Stakeholders management engagement	60	2.93	4 th
Analyzing stakeholders influence through an organized method	60	2.37	5 th
Gathering information on stakeholder's management	60	1.93	6 th

Source: Field Survey, 2018

NB: 1= Strongly Disagree; 2=Disagree; 3= Neutral; 4= Agree; 5: Strongly Agree

Tables 4.6, based on the findings and rating from respondents, the following were the first three essential steps adopted in stakeholder's management. And these steps were Planning of

stakeholder management (4.50), Identification of stakeholders (4.08), Controlling of stakeholders engagement (3.57), Looking at the steps, Planning of stakeholder management, we realize that it was ranked as the most effective step adopted, by this we can say it was highly rated with the number 5 which showed that the respondents strongly agreed to it being an effective step adopted in stakeholder management in the construction of a building. Also considering the step Identification of stakeholders which was ranked as the second (2nd) most effective step which shows that some of the respondents strongly agreed (5) with this step adopted and some also agreed (4) to it that it's a second most effective step adopted in stakeholder management in the construction of a building. The respondents further rated Controlling of stakeholder's engagement as the (3rd) most effective step adopted in the stakeholder management.

On the other hand, last three (3) steps which are Stakeholders management engagement, analyzing stakeholders influence through an organized method, and Gathering information on stakeholder's management were also rated by the respondents. In the findings and the data gathered showed that Gathering information on stakeholder's management was rated as the least step adopted. From the table most of the respondents agree to the fact that the step of Gathering information on stakeholder's management was not a vital step that they supported even though it was inclusive in the literature gathered and its acceptable to be used, most of them ranked it as the least step.

4.5 CHALLENGES ASSOCIATED WITH STAKEHOLDER MANAGEMENT IN CONSTRUCTION

This part also presents the challenges associated with stakeholder management, which the respondents were given a list of 15 challenges and each respondent was to rank these

challenges by showing the level at which they agree or disagree with the challenges stated. The ranking employed was in this order: strongly disagree [1] to the highest which is strongly agree [5]. Table 4.7 displays the mean ranks and by extension in descending order of the most affecting challenge as decided by the 60 surveyed stakeholder respondents in construction.

Table 4. 7: CHALLENGES ASSOCIATED WITH STAKEHOLDER MANAGEMENT IN CONSTRUCTION

Factors	N	Mean	Rank
Poor communication among stakeholders	60	4.65	1 st
Poor strategies during stakeholder's management	60	4.12	2 nd
Lack of stakeholder support	60	3.42	3 rd
Hiring a project management with high competency	60	2.75	4 th
Excessive political interference	60	2.63	5 th
Negative community reactions	60	2.33	6 th
Lack of planning during stakeholder's management	60	2.27	7 th
Lack of coherence among stakeholders	60	2.05	8 th
Being unable to achieve aims and objectives	60	1.98	9 th
Lack of effective	60	1.92	10 th

communication among P.m.'s			
and stakeholders			
Sudden changes in the scope of work	60	1.82	11 th
Poor relationship among stakeholders	60	1.75	12 th
Inadequate resources in stakeholder's management	60	1.67	13 th
Lack of understanding in the interest of stakeholders	60	1.58	14 th
Cultural differences especially based on language	60	1.37	15 th

Source: Field Survey, 2018

By examining Table 4.7, it showed that the respondents had much experience on the research. The respondents ranked the first challenge as Poor communication among stakeholders which had the highest rating from the respondents. And according to Kalsern (2002), he stated several challenges associated with stakeholder management and some of these challenges were inadequate resources, poor communication, and negative community reactions. Rating made by the respondents is then considered as very effective. The second challenge rated by the respondents was Poor strategies during stakeholder's management, which was rated very high and based on the literature gathered, Poor strategies during stakeholder's management really affects stakeholder management which causes inaccuracy in stakeholder management. The third (3rd) rated challenge from the table was Lack of stakeholder support (motivation). This challenge chosen by the respondents as the third rated challenge showed their

experience because base on the literature used the, lack of motivation to stakeholders causes a lot of distraction during the execution of a project.

The rest of the challenges were also well rated by the respondents and looking at the table 4.7 above some factors were very least rated, and some of these factors were Inadequate resources in stakeholder's management, lack of understanding in the interest of stakeholders, and Cultural differences especially based on language were rated least. From the table, it can be found out that the least rated challenge was Cultural differences especially based on language. This showed that most of the respondents didn't agree to the fact that cultural differences can be a challenge to stakeholder management. Looking at the construction industry at large a lot of tribes come together to work and most of these construction sites attain a successful finish on the project. So the respondents may have a point rating this factor as the least.

4.6 CAUSES OF CHALLENGES ASSOCIATED WITH STAKEHOLDER MANAGEMENT IN CONSTRUCTION.

Base on the literature read, these are causes of challenges associated with stakeholder management gathered from the literature and the table below shows the mean scores as well as RII scores of the causes of challenges which were ranked by (60) sixty respondents. The table below does not explain the challenges but rather the causes of these challenges. These causes of challenges are to help find out the root of the challenges mentioned in the literature. Respondents were asked to rate in their opinion on which level they agree or disagree with these causes of challenges.

Table 4. 8: CAUSES OF CHALLENGES ASSOCIATED WITH STAKEHOLDER MANAGEMENT IN CONSTRUCTION.

No.	CAUSES OF CHALLENGES	ΣW	Mean	RII	Rank
1	<i>Low level of understanding among stakeholders</i>	287	4.78	0.956	1 st
2	<i>High level of disagreement among stakeholders</i>	248	4.13	0.826	2 nd
3	<i>Inconsistent communication among stakeholders</i>	207	3.45	0.690	3 rd
4	<i>Unavailability of resources</i>	192	3.20	0.640	4 th
5	<i>Stakeholders having different goals for a project</i>	153	2.55	0.510	5 th
6	<i>Having a lot of stakeholders in a project</i>	134	2.23	0.446	6 th
7	<i>Unnecessary changes made in project by stakeholders</i>	131	2.18	0.436	7 th
8	<i>Cultural differences leading to barriers in communication</i>	121	2.03	0.406	8 th
9	<i>Conflicts among stakeholders</i>	100	1.67	0.334	9 th
10	<i>Personal preferences among stakeholders</i>	89	1.48	0.296	10 th

From the breakdown in the table, *Low level of understanding among stakeholders* was the most significant obtaining an RII of 0.956 and a mean of 4.78. *High level of disagreement among stakeholders* was the 2nd most significant strategy with RII of 0.826 and a mean of 4.13. *Inconsistent communication among stakeholders* was ranked by the respondents as the 3rd most significant factor with an RII and mean of 0.690 and 3.45 respectively. These causes

of challenges were chosen by respondents as most important which need to be given more attention.

4.6.1 DISCUSSION TO FACTORS

4.6.1.1 LOW LEVEL OF UNDERSTANDING AMONG STAKEHOLDERS

Low level of understanding among stakeholders can cause a lot of challenges on site (Kalsern , 2002).If stakeholders on site do not have the same understanding towards the execution of a project, then it will hinder the success of the project. In a case where stakeholders have a high level of understanding towards a project in which they are executing, it will first all bring a high level of speed in the raising of the structure and it will also increase productivity. So this factor is very vital cause of challenges to stakeholder management.

4.6.1.2 HIGH LEVEL OF DISAGREEMENT AMONG STAKEHOLDERS

If a construction site experiences disagreement among stakeholders, then there is a tendency that the project may not have a successful end or there might be a lot of distractions in the project. Agreement among stakeholders is an important factor that every project needs. Example is when the Engineer disagrees all the time with the quantity surveyor, this will lead to a lot of delays and distractions in the project. A high level of agreement among stakeholders in the constructing of a structure will lead to good communication among stakeholders in the project and will also lead to a high speed in completing the project.

4.6.1.3 INCONSISTENT COMMUNICATION AMONG STAKEHOLDERS

Communication on site is very important among stakeholders. There is a successful finishing of a project when there is good communication on site. Bad communication among stakeholders develops a lot of delay in project due to no flow of communication. Inconsistent communication can lead to quarrels, delays and poor finishing of project. Therefore, communication among stakeholders must be very consistent.

4.6.1.4 UNAVAILABILITY OF RESOURCES

A Project without resources will lead to a high level of delay. A project without any motivation for stakeholders, unavailability of materials, labour and plants and machinery can lead to a halt of the project. But if all these things are available it will influence the project greatly in a successful end. The success of most projects is highly dependent on adequate availability of resources and good management.

4.6.1.5 STAKEHOLDERS HAVING DIFFERENT GOALS FOR A PROJECT

An ongoing project without any goal can lead to difficulties in attaining a successful completion (Kastner , 2010). Stakeholders with a common goal find it very easy to achieve their goal together with team work. But some stakeholders on site have different goals from what the project is heading towards and this may lead to confusion and a lot of disagreement on site. A project must have stakeholders with a common goal which will lead to team work to attain the main objective of the project and also towards a successful end. This factor together with all the other factors must be taken into consideration in helping find strategies to reduce and eliminate these causes of challenges

4.7 STRATEGIES TO STAKEHOLDER MANAGEMENT IN THE CONSTRUCTION OF A STRUCTURE.

These are strategies to manage stakeholders during a construction project. Base on the challenges and the causes of challenges discovered from the literature, below are Seven (7) strategies which will help in reducing or getting rid of the various challenges and causes of these challenges that were discovered in the research. Also, the table below shows the mean scores as well as RII scores of the strategies which were ranked by (60) sixty respondents. These respondents were also asked to rate in their opinion on which level do they agree or

disagree with these strategies listed below. The Relative Importance Index (RII) was used to analyze these strategies in which the RII scores were calculated for each strategy.

Table 4. 9: STRATEGIES TO STAKEHOLDER MANAGEMENT

No.		STRATEGIES	ΣW	Mean	RII	Rank
1	<i>Include</i>	Stakeholders being included in the project process	287	4.78	0.956	1 st
2	<i>Cooperate</i>	Firm agreeing with stakeholders in finding solutions	236	3.93	0.786	2 nd
3		Ensuring that there are enough resources for stakeholders during a project	190	3.17	0.634	3 rd
4		Ensuring good relationships among stakeholders	139	2.32	0.464	4 th
5	<i>Defend</i>	Firm taking into consideration only legitimate required to talk on issues of stakeholders	80	1.33	0.266	5 th
6		Stakeholders agreeing on a common goal during the project	75	1.25	0.250	6 th
7	<i>Observe</i>	Performance of stakeholders being observed at every important stage of the project	71	1.18	0.236	7 th

From the table above, *Stakeholders being included in the project process* was the most important attaining an RII of 0.956 and mean of 4.78. *Firm agreeing with stakeholders in finding solutions* was the 2nd most important strategy with RII of 0.786 and a mean of 3.93. *Ensuring that there are enough resources for stakeholders during a project* was ranked by the respondents as the 3rd most important strategy with an RII and mean of 0.634 and 3.17 respectively. These strategies were chosen by respondents as most important strategies which need to be given more attention in helping to solve the various challenges mentioned above.

4.7.1 DISCUSSION TO MOST IMPORTANT STRATEGIES

4.7.1.1 STAKEHOLDERS BEING INCLUDED IN THE PROJECT PROCESS

Since stakeholders have interest in executing the project, they must be involved in all project processes. Management of the project must ensure to work with stakeholders and also see to it that their suggestions are taken into consideration and well understood which will lead to the development of the project. So far as stakeholders are included or involved in the project process as early as possible, they will be satisfied and the success of the project will be in safe hands other than being the project failing due to exempting stakeholders in the project process.

4.7.1.2 FIRM AGREEING WITH STAKEHOLDERS IN FINDING SOLUTIONS

First of all, attention must be given to stakeholders during the project building. If the suggestion and solutions of stakeholders are being heard there will be no confusion between stakeholders and the management. Stakeholders will play a very active role if management involves them in finding solutions to project issues. If management decides not to agree with stakeholders in finding solutions to project issues, stakeholders may be bringing up several attitudes which will affect the development of the project.

4.7.1.3 ENSURING THAT THERE ARE ENOUGH RESOURCES FOR STAKEHOLDERS DURING A PROJECT

Resources are very important during a project execution. Management must see to it that all resources are available for both project and also stakeholders. Stakeholders mostly act lazy towards project which has no motivation and also no resources for development of the project. They then mark that project as unserious one in which they begin to take everything in that project for granted. But on the other hand if all resources are available, stakeholders get involved in the project and they give in their best due to the availability of resources.

When these strategies explained above are seriously taken into consideration, together with the other strategies listed in the above table are also considered and appropriately applied then management of stakeholders will be very easy and more effective strategies will be adopted in the construction most structures due to the satisfaction of stakeholders.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The aim of the research was to investigate stakeholder management strategies adopted by Sekondi-Takoradi Metropolitan Assembly for Urban Development Grant (UDG) projects. In this chapter, the research questions and the objectives are returned to bring into light the degree to which the aim of the research has been achieved throughout the various stages of the research. This entailed the chapter one which was the introduction to the research. Chapter two explores the review of relevant literature. Chapter three, the methodology adopted for the research including strategy was also discussed. Chapter four presented the analysis and detailed discussions of the study results. This chapter (Chapter five) focused mainly on summarizing the research and issues addressed throughout the research. It went on with a summary of how the research objectives were achieved, and then it continued with contributions of this research to knowledge. The chapter concluded with recommendations for the research.

5.2 SUMMARY OF FINDINGS

As stated from the introduction, the research aim was to investigate stakeholder management strategies adopted by Sekondi-Takoradi Metropolitan Assembly for Urban Development Grant (UDG) projects. In order for this to be achieved, the following objectives were set:

- To identify the steps adopted in stakeholder management by Sekondi-Takoradi metropolitan assembly.
- To identify challenges associated with stakeholder management by Sekondi-Takoradi metropolitan assembly.

- To identify causes of the challenges associated with stakeholder management by Sekondi-Takoradi metropolitan assembly.

5.2.1 OBJECTIVE 1: TO IDENTIFY THE STEPS ADOPTED IN STAKEHOLDER MANAGEMENT BY SEKONDI-TAKORADI METROPOLITAN ASSEMBLY.

In achieving this objective, the research began with conducting a literature on stakes and stakeholders, stakeholder management, stakeholders in construction, types of stakeholders and its management, the need for construction stakeholder management strategies, stakeholder management theory, steps adopted in stakeholder management, stakeholder management analysis, historical development of stakeholder management in Ghana, stakeholder strategy matrix, stakeholder management strategies, the challenges associated with stakeholder management strategies, causes of the challenges associated with stakeholder management strategies and after gathering all these the chapter concluded on covering a number of important issues. In achieving the objective, the research proceeded in conducting a literature to identify some steps adopted in stakeholder management strategies in which about ten factors were identified and six of them were organized into a questionnaire for respondents which were stakeholders to rate the most important ones according to their experience and knowledge. The respondents ranked the steps adopted, and these were: Planning of stakeholder management; by building up good strategies for stakeholder management, by attending to their needs and expectations, and by ensuring this step is taking effectively, The identification of stakeholders; by motivating them, making them feel important and also not giving them less attention, Controlling of stakeholders engagement; to ensure that the flow of communication is effectively developing and ensuring good engagement between stakeholders and stakeholder's management arrangement and

engagement. By ensuring good and effective communication and flow of work respectively. The other steps too were ranked in continuation of these ones.

5.2.2 Objective 2: TO IDENTIFY CHALLENGES ASSOCIATED WITH STAKEHOLDER MANAGEMENT STRATEGIES BY SEKONDI-TAKORADI METROPOLITAN ASSEMBLY.

The second objective was fulfilled by the set of knowledge from the literature conducted; a questionnaire was designed with identifying some challenges associated with stakeholder management strategies. Mean score raking was used to analyze the data base on the respondents rating. After the analysis of these challenges it resulted as follows: Poor communication among stakeholders, Poor strategies during stakeholder's management, Lack of stakeholder support (motivation), Excessive political interference and Lack of planning during stakeholder's management. These were ranked as the five (5) most important challenges based on the experience of the respondents even though the other challenges were also considered as very important to be attended to.

5.2.3 Objective 3: TO IDENTIFY CAUSES OF THE CHALLENGES ASSOCIATED WITH STAKEHOLDER MANAGEMENT STRATEGIES BY SEKONDI-TAKORADI METROPOLITAN ASSEMBLY

With background knowledge from the literature, a questionnaire was designed with twelve (12) causes of challenges in which ten (10) of these factors were presented to the respondent to choose the most affecting causes of challenges. The factors focused on mainly what causes the challenges mentioned initially in the literature. Relative important index was applied to analyze the data. And per the rating of the respondents it resulted as follows: Low level of understanding among stakeholders, High level of disagreement among stakeholders, Inconsistent communication among stakeholders, Unavailability of resources and

Stakeholders having different goals for a project as the most important causes of challenges that need more attention than the others.

5.3 CONCLUSION

The Stakeholders management professionals in the Sekondi Takoradi Metropolitan Assembly strongly believe and understand that the appropriate steps adopted in stakeholder management is to the success of every project delivery. Indeed, there exist many strategies of stakeholder management adopted by the professional within the assembly; however, there are challenges associated with the strategies regarding their effectiveness.

It was also clear that, effective communication strongly affects the project delivery performance and stakeholders. Hence, effective communication systems must always be clearly established and managed properly among stakeholders. Adequate resource must also be provided for effective stakeholder management.

5.4 LIMITATIONS OF THE STUDY.

The limitations to the study are ;

1. The study was limited to only on-going and completed Urban Development Projects in the metropolis.
2. This study was also limited to only 185 professionals from departments, agencies, contractors and consultancy firms who are involved in stakeholder management for the assembly, therefore the views of these professionals in the assembly cannot be generalized for the whole metropolis.

5.5 RECOMMENDATIONS

The following recommendations are deduced from this study:

- Management of project must involve stakeholders in the early stages of the design. This will help to ensure that their wants and worries are taking into consideration before the operation. This will help to avoid delays and confusion during project execution.
- The improvement of a data base of all issues that arise during project operation and how these issues were undertaken and resolved. This will be helpful because it would predict in advance the issues concerning stakeholders which will arise and likely to destruct the progress of the project and this will also help find adequate ways of solving this issues before they arise.
- Project managers should establish clear guidelines and should also ensure that there is an agreement between them and stakeholders on common goals of the project, objectives, and project priorities which will help avoid all destructions during project execution and also ensure a successful running of project.
- Project manager must also ensure the development of a good project communication flow in order to ensure the flow of effective communication between stakeholders and management.

5.5.1 RECOMMENDATION FOR FUTURE RESEARCH

The research conducted covered stakeholder management strategies adopted by Sekondi-Takoradi Metropolitan Assembly. And there is a need for this to be extended by conducting this research in other areas and regions in Ghana, so as to help know other strategies adopted in stakeholder management together with other challenges that are faced in these areas during stakeholder management. Also, more strategies can be found in these areas with help in the management of stakeholders.

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APPENDIX 1

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
COLLEGE OF ART AND BUILT ENVIRONMENT
DEPARTMENT OF BUILDING TECHNOLOGY
CONSTRUCTION TECHNOLOGY AND MANAGEMENT
QUESTIONNAIRE**

**Topic: STAKEHOLDER MANAGEMENT STRATEGIES ADOPTED BY SEKONDI
TAKORADI METROPOLITAN ASSEMBLY FOR URBAN DEVELOPMENT
GRANT (UDG) PROJECTS**

INTRODUCTION

Stakeholder management is an essential part of the project management process. The term “stakeholder” is defined as “any group or individual who can affect or is affected by the achievement of the firm’s objectives. This questionnaire is therefore aimed at investigating Stakeholder management strategies adopted by Sekondi Takoradi Metropolitan Assembly for Urban Development Grant (UDG) projects and the objectives of this research are to:

1. To identify the steps adopted in stakeholder management strategies by Sekondi Takoradi metropolitan assembly.
2. To identify challenges associated with stakeholder management strategies in Sekondi Takoradi metropolitan assembly.
3. To identify causes of the challenges associated with stakeholder management strategies in Sekondi Takoradi metropolitan assembly.

The information obtained from this research shall be kept anonymous and completely confidential. Only for academic purpose and this will be submitted to the relevant authorities.

Your participation in this research is much needed and I will be grateful if you could answer these few questions.

I would like to convey my appreciation for your cooperation in completing these questions.

Eric Amponsah

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Email Add.: **goodluckamponsah82@yahoo.com**

QUESTIONNAIRE

RESEARCH TOPIC: STAKEHOLDER MANAGEMENT STRATEGIES ADOPTED BY SEKONDI TAKORADI METROPOLITAN ASSEMBLY FOR URBAND DEVELOPMENT GRANT (UDG) PROJECTS

SECTION A: GENERAL INFORMATION

Please respond to the following by ticking the boxes as follows: [✓]

1) What is your highest level of education?

(a) HND ☐

(b) BSc. ☐

(c) Postgraduate (MSc/MPhil) ☐

(d) PhD ☐

2) Which of the following best describes your age category?

(a) 18 – 29 years ☐

(b) 30 – 39 years ☐

(c) 40 – 49years ☐

(d) 50 and above ☐

3) What is your position in your company?

(a) Engineer ☐

(b) Architect ☐

(c) Subcontractor ☐

(d) Quantity Surveyor ☐

(e) Project Manager ☐

(f) Project Planner ☐

(g) Supervisor ☐ Others (please indicate) _____

4) How many years have you worked in this position?

(a) Less than 10 ☐

(b) 11 – 20 ☐

(c) 21 – 30 ☐

(d) Above 30 ☐

5) What was your role on the project?

(a) Project Manager ☐

(b) Engineer ☐

(c) Architect ☐

(d) Project Planner ☐

(e) Quantity Surveyor ☐ Others (please indicate) _____

SECTION B

PLEASE INDICATE THE STEPS ADOPTED IN STAKEHOLDER MANAGEMENT STRATEGIES IN THE CONSTRUCTION OF A STRUCTURE.

Literature has identified steps adopted in stakeholder management strategies in the construction of a structure. Please indicate the level to which you agree or disagree to the following if they are practiced in your firm. (Please tick the suitable cell)

Key: Strongly Disagree = (1), Disagree = (2), Neutral = (3), Agree = (4), Strongly Agree = (5).

No.	STEPS ADOPTED	1	2	3	4	5
1	The identification of stakeholders; by motivating them, making them feel important and also not giving them less attention					
2	Planning of stakeholder management; by building up good strategies for stakeholder management, by attending to their needs and expectations, and by ensuring this process is taking effectively.					
3	Stakeholder's management arrangement and engagement. By ensuring good and effective communication and flow of work.					
4	Controlling of stakeholder's engagement; to ensure that the flow of communication is effectively developing and ensuring good engagement between stakeholders.					
	Other processes					
5	Gathering information on stakeholder management					
6	Analyzing stakeholders influence through an organized method					
	If any other processes, please specify					

SECTION C

PLEASE INDICATE THE CHALLENGES ASSOCIATED WITH STAKEHOLDER MANAGEMENT STRATEGIES ADOPTED IN CONSTRUCTION.

Below are a numbers of challenges associated with stakeholder management strategies adopted in construction. From your experience, please express your view on the following factors listed below. (Please tick the suitable box).

No.	CHALLENGES	1	2	3	4	5
1	Poor communication among stakeholders					
2	Negative community reactions					
3	Being unable to achieve aims and objectives					
4	Inadequate resources in stakeholder's management					
5	Lack of planning during stakeholder's management					
6	Hiring a project manager with high competency					
7	Poor strategies during stakeholder's management					
8	Lack of effective communication among project Managers and stakeholders					
9	Lack of understanding in the interest of stakeholders					
10	Lack of stakeholder support (motivation)					
11	Poor relationship among stakeholders					
12	Sudden changes in the scope of work.					
13	Lack of coherence among stakeholders					
14	Cultural differences especially based on language.					
15	Excessive political interference					
	If any other, please specify					

Key: Strongly Disagree = (1), Disagree = (2), Neutral = (3), Agree = (4), Strongly Agree = (5).

SECTION D

CAUSES OF THE CHALLENGES ASSOCIATED WITH STAKEHOLDER MANAGEMENT STRATEGIES.

Below are a numbers of causes of the challenges associated with stakeholder management in the construction of a building. From your experience, please express your views on the following causes and how severe these causes are. (Please tick the suitable box).

Key: 1 = Not very severe, 2 = Not severe, 3 = Neutral, 4 = Severe, 5 = Very severe

	CAUSES OF CHALLENGES	1	2	3	4	5
1	Cultural differences leading to barriers in communication					
2	Personal preferences among stakeholders					
3	Low level of understanding among stakeholders					
4	Having a lot of stakeholders in a project					
5	Stakeholders having different goals for a project					
6	Inconsistent communication among stakeholders					
7	High level of disagreement among stakeholders					
8	Unnecessary changes made in project by stakeholders					
9	Conflicts among stakeholders					
10	Unavailability of resources					
	If any other, please specify					

SECTION E

STRATEGIES TO STAKEHOLDER MANAGEMENT IN THE CONSTRUCTION OF A STRUCTURE.

Key: Strongly Disagree = (1), Disagree = (2), Neutral = (3), Agree = (4), Strongly Agree = (5).

Item	STRATEGIES	1	2	3	4	5
Cooperate	The firm agrees with stakeholders in finding solutions to challenges and also cooperating with them based on their ideas.					
Include	Stakeholders must be included in the project process and discussion.					
observe	Performance of stakeholders being observed at every important stages of the project.					
Defend	Firm taking into consideration only legitimate required talking on issues of stakeholders.					
	Other Strategies					
	Ensuring there are enough resources during the execution of the project					
	Ensuring good relationships among stakeholders					
	Stakeholders agreeing on a common goal during the execution of the project					
	If any other strategies, please specify					

THANK YOU

APPENDIX 2

THE ON-GOING AND COMPLETED URBAN DEVELOPMENT GRANT (UDG)

PROJECTS WHICH STAKEHOLDER MANAGEMENT STRATEGIES WERE

ADOPTED BY THE ASSEMBLY

Project 1: Construction of 1No.12 Unit-2 Storey Classroom Block with Ancillary Facilities at Effia-kuma Porter A1 and A2. (UDG 1)

Construction Company: Messrs C.K.A Ventures Limited

Project Consultant: Architectural Spring.

Project Client: Sekondi Takoradi Metropolitan Assembly.

Project 2: Construction of 1No.2 Storey 8-Unit Classroom Block with Ancillary Facilities for Boundary Road STMA Primary School –Sekondi (UDG2).

Construction Company: Messrs Lasalco Limited

Project Consultant: Sekondi Takoradi Metropolitan Assembly

Project 3: Construction of 1 No. 2 Storey 8-Unit Classroom Block with Library, Office, Store room and Toilet Facilities for Collins Avenue STMA Primary and Kindergarten at Takoradi (UDG-2).

Construction Company: Messrs Jins Company Limited

Project Consultant: Sekondi Takoradi Metropolitan Assembly

Project 4: Construction of 2 No. Fish Smoking Facility at Sekondi (UDG-2).

Construction Company: Messrs Imorana Company Limited

Project Consultant: Sekondi Takoradi Metropolitan Assembly

Project 5: Construction of 1No. Library Complex at Takoradi (UDG-2).

Construction Company: Messrs Tonalis (1974)

Project Consultant: Architectural Spring

Project 6: Construction of 1No. 8-Unit Classroom Block for Khairiya English/Arabic Primary School (UDG-3)

Construction Company: Messrs Zicon Consult Limited

Project Consultant: Sekondi Takoradi Metropolitan Assembly

Project 7: Construction of Lorry/Taxi Station at Kojokrom (UDG-3).

Construction Company: Messrs Harland Investment Limited

Project Consultant: Sekondi Takoradi Metropolitan Assembly

Project 8: Construction of Youth Development Center at Sekondi (UDG-3).

Construction Company: Messrs Zaffas Construction Limited

Project Consultant: Sekondi Takoradi Metropolitan Assembly

Project 9: Construction of Transport Terminal (3No. Loading Bay and Ground Works) at Aprembo (UDG-4).

Construction Company: Messrs Stephen Kwagyah Limited

Project Consultant: Sekondi Takoradi Metropolitan Assembly

Project 10: Construction of Transport Terminal (2 Storey Office/Stores and 16-Seater W/C and Bath) at Aprembo (UDG-4).

Construction Company: Messrs Fresscon Ghana Limited

Project Consultant: Sekondi Takoradi Metropolitan Assembly.