

STAKEHOLDER MANAGEMENT CHALLENGES ON PPP PROJECTS IN GHANA

BY

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DECLARATION

I hereby declare that this project report on Stakeholder Management Challenges on PPP Projects in Ghana; is the results of my own work, towards the attainment of MSc Project Management. And references to other people’s work have duly been cited.

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ABSTRACT

Public infrastructures like roads, schools, rail way systems etc. in Public Private Partnership (PPP) process has been able to attain an international acknowledgement. In Ghana stakeholder management under such projects have become a key talk currently. This study turns to throw light on stakeholder management challenges on PPP projects in Ghana. There were two objectives that supported this study, these objective were to identify stakeholder management challenges on PPP projects in Ghana, and to identify strategies to ensure effective stakeholder management on PPP projects. The study targeted five (5) PPP projects in Accra, and these were: Accra city project, Construction of office of the Head of the Local government service, Re-development of salaga market, Re-development of Tuesday market and the Makola market, in which fifty (50) questionnaires which was the sample size, were distributed to respondents on the various projects mentioned. Construction professionals were the main focus of the various PPP projects selected. Data was analyzed using the Relative Importance Index. A data of forty (40) were gathered after the distribution of questionnaires, the analysis of data was conducted using the number of data gathered. Results from the first objective includes: Ineffective coordination among project management team and stakeholders, the lack of addressing general public views, lack of stakeholder engagement, lack of staff capability in PPP project delivery and also, inappropriate relationship management. The factors mentioned are the key challenges on PPP projects mentioned by respondents. Factors selected mainly by respondents under the second objective was: PPP project managers must also involve stakeholders when making decisions and must also involve them in the project process, management must address stakeholder issues very well and also ensure that the needs of stakeholders are considered when undertaking projects, effective coordination among project management team and stakeholders and lastly managers handling PPP projects must also listen and respond well to the needs of stakeholders. These were strategies suggested by the study and also ranked high by respondents to diminish challenges affecting PPP project and also to support successful delivery of PPP projects. The study went into an in-depth research to gather the challenges and strategies in this study, and based on the in-depth knowledge of respondents, part of these factors were selected as most effective. Taking this into consideration, the aim of the study was achieved successfully.

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ACKNOWLEDGEMENT

My greatest thanks goes to Jehovah almighty

DEDICATION

I dedicate this work to my family

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF STUDY

In the past years, according to Jin and Zhang, (2011); Demirag *et al.*, (2011), achieving public infrastructures like roads, schools, and rail way systems etc. in the process of Public Private Partnership (PPP) projects has been able to attain an international acknowledgement. Research conducted by Li and Zou, (2011); Oyedele, (2012), PPP is a technique for funding infrastructure projects of the public. The private entity involved in PPP project can be a private owned company and the public can be the government. Even though there has been a wide acceptance of PPP projects in several African countries like Nigeria and Ghana etc., (Babatunde *et al.*, 2016), there is still one key challenge affecting the success and development of PPP projects in African countries and other parts of the world is improper management of stakeholders (Amadi *et al.*, 2014 and Abednego and Ogunlana, 2006). Stakeholders are very essential in the management of project stated by Olander, (2007), and good management of stakeholders supports successful project delivery. The failure to ensure good stakeholder management, may lead to lots of opposition from stakeholders which may lead to poor delivery of project (El-Gohary *et al.*, 2006; Majamaa *et al.*, 2008). Without hesitation, the opposition of stakeholders may be one of the key causes for the failure of PPP projects (El-Gohary *et al.*, 2006; Ng *et al.*, 2013). Olander, (2007) identified that, any organization or individual having a certain level of authority (Power) in functioning of a project and its environment together with attaining the success of the project can be noted as a stakeholder. It was also defined by other researchers that stakeholders are persons, organizations and groups that can have influence or be influenced by

the execution of construction projects (Mostafa and El-Gohary, 2014, Freeman, 2010 and Mok *et al.*, 2015). Kumaraswamy *et al.*, (2007), stated that the influenced of project execution on stakeholders are not mainly for periods that are only short or average but likewise for longer periods, in other words infrastructure project has its major task, which is to see to it that the community benefits are given out well in the course of the projects lifespan in other to attain project success. According to Ncube, (2010) it was clear that, in the road sector, certain oppositions may come from stakeholders during the execution of PPP projects due to the nuisance of increased cost of toll charges, and this may cause lots of negative attitudes from. For several years now, the issues of negative attitudes seen in stakeholders is with the nuisance of high costs of toll charges in the pretense of PPP projects, this has often led to the increase of serious oppositions from stakeholders against PPP project like road construction (Ncube, 2010). It was further stated that, lots of stakeholder arguments may occur when public sectors go in for the “user pays” PPP technique, where by stakeholders must pay high charges at tolls. But other projects like schools and hospitals etc., may not encounter oppositions from stakeholders due to the benefits they may get from it (Gregory *et al.* 2003). This and many more leads to several challenges in the management of project. The opposition from stakeholders is worldwide wonder which is one of the reasons why lots of PPP projects fail, Banaitiené *et al.*, (2011) and Yuan, *et al.*, (2009), for this reason the management of stakeholders in PPP projects has been quite challenging, and the main answer to this issue is to discover better approaches of siding with stakeholders in other to improve their management (Pernille Eskerod and Anna Lund Jepsen, 2013).

1.2 PROBLEM STATEMENT

From the stakeholder's theory, the management of stakeholders for the first time, came to existence in 1963 at the Stanford Research Institute (Schepper *et al.*, 2014). Nevertheless, a group of researchers (Hofmeister and Borchert, 2004, Delmon, 2011, Ping and Bing, 2014, Li and Zou., 2011) stated that, there are multi participant procurement method of PPP, which has stakeholders named as: contractors, architect, the public sector, lenders, project company, and the people in the communities where project is being executed. Looking at this, it quite evident that the management of stakeholders is quite dynamic (Schepper *et al.*, 2014) and complex because of the variety of people involved. Improper management of stakeholders is of the major reasons that has led to several challenges and failure in the operation of PPP projects (El-Gohary et al. 2006, Siemiatycki 2009, Smyth & Edkins 2007, De Schepper et al. 2014). Also, several issues seen in PPP projects is as a results of inadequacies in stakeholder management. Inadequate transparency and disclosure of the PPP engagements (Regan et al. 2011), Improper management of conflicts schemes and lack of responsiveness to the interest of the public in general (Henjeweale et al. 2013). Inadequate public incorporation and the lack proper association bring out public objections and disagreements during project execution.

A problem identified by Osei-Kyei and Chan, (2015a) stated that, the poor management of stakeholders and poor relationships is one of the challenges that has led to a problem like project failure. A number of researchers have found this study important, through which, Eskerod and Jepsen (2013) stated that, the success of a project cannot be achieved without considering the ideas of stakeholders in the project execution, this also helps in ensuring an excellent project

delivery. A good stakeholder management at many times, helps organizations to achieve their goals, on the other hand, it is identified that stakeholder's management brings about several challenges, these challenges sometimes affect organization aims, functioning, survival and the success of project delivery, (Gibson, 2000). In the study of Kalsern, (2002), he mentioned that stakeholder management challenges have led to problems like poor communication, project failure, scope of work experiencing changes, insufficient project resources, bad media news in regard to project failure, and undesirable public responses to project execution.

However, in the study of Atiibo, (2012), he mentioned that, there are several challenges concerning stakeholder management in many projects, but the capability of several firms to address these management challenges is limited. This therefore, leaves a gap that there is a need for more studies to be conducted in this subject area. For this reason, the research finds it significant to investigate into stakeholder management challenges on PPP Projects in Ghana.

1.3 AIM OF THE STUDY

The main aim of the study was to examine stakeholder management challenges on PPP Projects in Ghana.

1.4 RESEARCH OBJECTIVES

The deliberated research objectives to help attain the aim of the study includes:

1. To identify stakeholder management challenges on PPP projects in Ghana.
2. To identify strategies to ensure effective stakeholder management on PPP projects.

1.5 RESEARCH QUESTIONS

1. What are the stakeholder management challenges on PPP projects in Ghana?
2. What are the strategies to ensure effective stakeholder management on PPP projects?

1.6 SCOPE OF THE STUDY

The research scope discusses the level and limit the study that was covered. In every study, it was significant to present the scope of the research, to help bring out to readers the level of knowledge in the study being conducted. Currently, lots of construction projects are ongoing in the Greater Accra region of Ghana (Ghana Statistical Service, 2013), in which quite a number of them are PPP projects. Therefore, the study focused on the Greater Accra for its population and data collection. Also, the study mainly focused on stakeholder management challenges on PPP projects in Ghana.

1.7 SIGNIFICANCE OF THE STUDY

From the above introduction it has been realized that some scholars have confirmed how important it is to involve and also manage stakeholders well. The execution of PPP projects cannot be done only by management but rather involving stakeholders during the project execution to ensure a successful project delivery. This study explored stakeholder management challenges on PPP Projects in Ghana.

The study is of much importance because, the results from this study is of relevance to government policy makers to ensure better understanding of how important it is to manage stakeholders well to ensure the success of PPP projects. The study adds up to knowledge by bringing out the extent to which stakeholders have been effectively managed and considered

during the execution of PPP projects. The study was also significant because it explores certain stakeholder management challenges that has been of great worry to PPP projects and this will help the management of PPP projects to clearly identify certain challenges that were not very clear to them. In all, the study adds up to knowledge by presenting strategies to ensure the best stakeholder management on PPP projects.

1.8 RESEARCH METHODOLOGY

The quantitative method was selected for the research, in which questionnaires was selected for data collection and this approach was chosen because of its statistical and mathematical features that it carries. The source of the literature was from articles, journals, publications, books related to this field etc., in which literature was gathered and explained to the understanding of readers. The research focused on construction professionals in Accra (Greater Accra Region) as the population for the study, and these professionals included; project managers, engineers, architects, quantity surveyors and other relevant construction workers. The research data was gathered based on the sample size from these respondents chosen. The questionnaires were prepared based on the factors from the research literature and this was mainly focused on the research. Closed ended and open ended questions were also used in conducting the study. Analysis of data was done using the SPSS, and Microsoft Excel 2016. The SPSS is fully known as the Statistical Package for Social Sciences. With the help of the software, the Relative Importance Index was used for analysis of the data. The afore mentioned feature helped in attaining the main goal for the study.

1.9 STRUCTURE OF THE STUDY

This study was structured in five chapters. The first chapter was basically about the general introduction to the study. The background of the study was discussed followed by the problem statement. The aim and objectives were all clarified in this very chapter of the study. The chapter two looked into the literature in the area of study. The third chapter specified on the methodology of the research, delved into the procedural approaches adopted for this study while the chapter four analyzed the data collected from the respondents in the form of questionnaire survey using relevant and accurate tools for the data analysis. The final chapter concluded the research. In this chapter (chapter five), contains the findings, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The main goal of this chapter is to explore stakeholder management challenges on Public Private Partnership Projects in Ghana. Existing literature will be examined in regard to the research area, and to help achieve the specific goals of this research. The various objectives will help in attaining the main aim of the study, this includes; to examine the extent of effective stakeholder management on PPP projects, to identify stakeholder management challenges on PPP projects in Ghana, and to identify strategies to ensure effective stakeholder management on PPP projects.

2.2 DEFINITION OF VARIOUS PARTS OF THE STUDY

2.2.1 Public Private Partnership

The concept of PPP has engrossed the attention of most countries, and has developed a level quality in the background of developing countries. Public private partnership projects are progressively proclaimed as a creative strategy for helping the absence of dynamism in public traditional service (Jamali, 2004). The meaning of PPP is basic and applicable to the achievement of any PPP project as the goals of the PPP shift from nation to nation. For example, the Canadian Committee for PPP, explains PPP as an agreeable endeavor between the private and public unit, based on each partner's skills that best meets the needs of public through the proper risk allocation (Hong Kong Establishment of Surveyors, 2009). Hans et al. (2009), in the other hand see the PPP organizations as a wide scope of courses of action whereby government obligations are given out to partners, and risk is shared between general society and private units to achieve wanted results in zones related with policies of the public. The 2011 National Strategy

on Public private partnership in Ghana characterizes PPP as an authoritative course of action between a public unit and private sector party with a Public agreement, on goals for the arrangement of services and development structures that customarily given by the public unit. The Foreign Affairs ministries, of Netherland (2013), held their perspective on the meaning of PPP, in which they saw it as a cooperation that goes on between agents in business and the government, together with some other organizations or institutions that have one mind on working together to attain a goal when executing the project given, in which responsibilities and other risk factors are inclusive in this.

2.2.2 OVERVIEW OF PPP IN GHANA

One of the tools known in Ghana is PPP, whereby this is mainly utilized by the government. Research by the Finance sector (2011), expressed that PPP is a preparation of contract between a public and private sector, with an agreement on goals that are shared to establish services and public buildings that the public unit conveys. Strategically, fall in place with what was said by Burnett. This idea is utilized by most organizations specifically the governments and its localities that are consistently accountable in purchasing services and products to the general public.

2.2.2.1 PPP IN GHANA AND ITS LEGAL FRAMEWORK

In guaranteeing an effective PPP project, Antwi-Agyei (2009) cited in Isaac (2014), mentions that, this supports the requirement in having legal systems to guarantee that the partnering parties are guarded by laws. In Ghana, the lawful backgrounds used for these type of projects are the

PPP Organization bills and the Policy of Public Procurement of Ghana. This brings about improvement of ideas in the country. It also supports in achieving a full plan of project.

2.3 PPP IN GHANA AND ITS PRINCIPLES

To ensure the efficiency of PPP in the country, the draft bill of this type recruits an amount of values in preparations of PPP. The following includes:

Value for money.

A procedure that is normally executed to get burdens reduced on government or to attain efficiency and productivity that is higher can be explained as PPP. Hence, PPPs are intended to provide better value for money over something achievable if the task was generally executed under a convincing public body financed decisions under systems of public procurement which is traditional. Suhaiza (2013) accredits value for money to private unit's competitiveness and origination among private units in partnership with the government.

Risk Allocation

In achieving the purposes of this Acts, the bill suggests that each plan of PPP will have a practical table, giving the assigning of risk to the party that can best control and deal with the risk identified, (Ke, 2010), it was further mentioned that, it is important to know the allocation of PPPs risk strategies, to help attain effective negotiation of bond and decrease misunderstandings throughout the period of work.

Affordability

Affordability and its means is significant in PPP engagements among stakeholders. The capability of stakeholders to pay for production is serious in establishing an organization which is PPP focused. Based on this factor, a project feasibility study takes place to assess the project viability.

Clear Objectives and Output requirements

To accomplish value for money, partners involved in projects of PPP must ensure that the goal the contract are clarified. The main goal and requirement of the project at the end must be made clear to parties involved. So that both parties involved in project can get a clear understanding of the project and its objectives.

Accountability

Accountability is known as one important procedure of PPP projects. A task between two parties in a project, who have orientations which are not the same with respect to profits, should be clear in accountability to prevent conflict. Keeping records of all tasks is essential together with adhering to rule given, to avoid misunderstanding during work is also very important. Therefore, accountability must be well considered in PPP projects.

Fairness and Transparency

Projects in regard to PPP ought to guarantee transparency, fairness and cost efficiency. The community ought to be aware and be sure about the solicitation procedures. Documents for solicitation, evaluation standards and documents applicable should ensure value for money. These must be accessible to private bodies eligible to be part of the procedure, which will lay chances that are equal for every candidate, eligible to go along with the procedure of solicitation.

2.4 TYPES OF PPP

The differences in Public Private Partnerships depends on the contractual procedures between the parties involved. It was stated by Burger (2008) that, Private partners frequently build, finance, control and manage capital through which they make accessible to government for public use. The government ensures that there is adequate risk transfer to guarantee the private unit works productively. Additionally, the government is in charge of quantity and quality of the required services from private associates as it will be understood from the various deliberations of the types PPPs.

2.4.1 Service contract/management contracts

In this contract management, the community engages a private firm to do some stated responsibilities over a time frame. The primary supplier of the infrastructure is still entitled to the public, in which it contracts out parts of the work to other private entities. The performance of a task must be done by the public unit at a specific fee and should normally satisfy work guidelines

set by the public as stated in work agreement. Managements normally apply competitive procedures for bidding, in contracts being awarded. In a contract, Public sectors normally has to fund capital investment needed to improve and expand systems.

2.4.2 Design build (DB)

Under this method, the private entity designs and constructs an infrastructure for the government entity, normally within a particular period of time at a cost. Also, in safeguarding further respect of ownership, the public entity will deliver, operation, oversight and maintenance once the project task given is done, as well as take back possession of the structure.

2.4.3 Design bid build (DBB)

Two separate private entities are contracted with in this method. An example of this is, the handing over of a contract design to a private unit and the execution of that contract is also handed over to another private contractor. In this method, the public unit still holds the obligation of operating, the project maintenance and financing.

2.4.4 Build-own-operate-transfer (BOOT)

This method is normally known as BOOT". This is a contract between the private and public units to construct, operate and lastly handover for ownership. The private part is in charge of designing, construction, and to handle project over the time frame given, with ownership of the work going back into the hands of the public unit at the end of completing the work. The public

most often make available a land that is handed over to the private unit to work with and at the end of the project, the public entity takes over the project presented on the land they gave out.

2.4.5 Build-own-operate (BOO)

The private unit under this heading, takes total ownership of the structure, after carrying out the project plan, the construction stages and furthermore continues with the operation of facility, and most importantly replaces the government as supplier of services to the public unit within the entire contract period.

2.4.6 Build-transfer-operate (BTO)

Under this heading, the public sector accepts responsibility for the structure on completing of the entire building and its design, then renting it back to the private unit for use.

2.5 PROSPECTS OF PPP

In a Canadian statement ((Government of Quebec), 2004), there are several advantages which are offered in PPP projects, whereby this is in regard to both the public and private entities.

Below are the following advantages to both public and private sectors:

2.5.1 Enhanced Service Quality

During contract periods, the public sector is competent to regulate and specify the level of quality in regard to service, to be given to the community. The private unit also takes control of a

distinctive expertise together with accurate technological methods to produce an advance quality of service.

2.5.2 Lower project costs

Projects in regard to PPP, normally comprise a wide variety of activities, which includes the designing, building, and provision of services which is in the near future. A case where activities are executed together in a single project, then executing it differently, then the possibilities of getting accurate answers towards the reduction of costs will be achieved.

2.5.3 Earlier and faster construction

In a place where the public unit is unable to fund every projects assessed as socially and economically beneficial, the private unit must then contribute to the funding of projects that are organized as PPP ventures, (Statskontoret, 1998).

2.5.4 Better budget fulfillment

While the private unit accounts for the design, future service production and construction, the public unit are normally assured to achieve the goals of the project which is exact with the budget settled upon during the contract signing. This reduces the likelihood of unanticipated increases in cost, enabling the public entity's long-term planning.

2.6 WHO IS A STAKEHOLDER

According to Calvert (1995); Winch and Bonke, (2002), stakeholders in some organisations can be very critical while others are not. It was defined by Peter (2008) that, any one whose attention in a project can be influenced either positively or negatively and also one who has the capability to influence a project either with success or failure, and this can be termed as a stakeholder. In view of this a stakeholder is anybody or a group that is well engaged in a project, or one whose welfares might be influenced in either a good or bad way on the end of the project can be defined as a stakeholder.

Stakeholder as a word according to Bryson, et al., (2002), has presumed a noticeable place in public and nonprofit management theory and practice in the last 20 years, and particularly in the last epoch. This word talks about individuals, groups or administrations that must be considered by leaders, supervisors and management. And Freeman (1984), stated that the achievement of the organizational goals is effected or can be affected by any group or individual, he describes them as stakeholders. Stakeholders can be described in different ways. Stakeholders come in several categories such as persons and groups and they can come from within or at the outer side of the firm. (Boonstra, 2006). Many people have mentioned stakeholders and this comes with a lot of interesting characteristics which comes with a meaning which is more or less completely opposite to its original sense. Considering further explanation, the stakeholder had an official responsibility which came from his leaders. In authorities in which betting agreements are not effective (in which England is inclusive) the stakeholder must continue to pay everything.

Considering Wild West in American, if the stakeholder tries to escape with the stakes money, the angry contributors could shoot him when he's found (Sunderland, 2006).

Bryson et al., (2002) quoted that, the actual definition of stakeholder from the public and the nonprofit comprises of all persons who will be influenced by or will influence the firm's approach to project delivery (Nutt and Backoff, 1992). This lead on to a definition that explained stakeholders as persons or organizations having the influence to reply to, exchange with, and transform the firm's planned prospect (Eden and Ackermann, 1998). Persons who rely on the organization to achieve their personal ambitions are also related to the definition of a stakeholder (Johnson and Scholes, 2002). Research also conducted by IFC (2007) resulted in the definition of stakeholders being explained as people or groups who are rightly or circuitously influenced by a project or may have some intention in a project with the capability to affect the project outcome in a positive or negative manner. It was also explained that stakeholders may comprise of persons, communities, domestic or native government establishments, statesmen, sacred leaders, the academic community, public society organizations and groups with great influence. In a different manner, Nutt and Backoff (1992), Johnson and Scholes (2002) (who also speak on mainly business), Kalsern (2002) School of Management BI of Norwegian also offered a wide explanation on the stakeholder notion, in which he added clients, third parties, end users, servicers, professionals, employment unions, line organizations, public experts, fiscal associations, cover companies, media, and participants as stakeholders.

2.7 STAKEHOLDER MANAGEMENT

It has been said by Weiss, (2006) that stakeholder management describes the relationships that exist between the organization and the stakeholder. As noted already, these relationships are very complex and can affect the organization positively or negatively. Goodijk (2003), indicated that, the interest of stakeholders in an organization or a project is very dynamic, therefore it is very necessary to manage the ever-changing dynamics of stakeholders.

The aim of stakeholder management is to look into the varied opinions of countless partakers, create correspondence among partners, and explain their needs (Lenox, 2006). From the Gord Gibben (2012) he identifies stakeholders as persons that are influenced (emphatically or negatively) by the organizational activities, irrespective of they being connected through contract that are clear or not too clear. Numerous associations and scientists have additionally recommended the meaning of "construction stakeholders", another definition from Project management Institute (2012) clarifies that shareholders are individuals that are genuinely occupied with work, or whose interest might be essentially impacted as a result of the execution of a project. In the case of Newcombe (2003), he claimed that project stakeholders include clients, designers, project managers, subcontractors, suppliers, funding bodies, operators and the community as a whole. It was further stated by Lenox (2006) that the presence of stakeholders is a procedure that goes on in all organizational activities and essential in all organizational outlines.

2.7.1 Stakeholder management theory

The theory of Stakeholder management has progressed in a way that much focus has been driven in the area of stakeholders. This theory has gained much popularity in the past years. Results

from the research of Gibson (2000) explains differently that, the theory of stakeholders as persons and groups influenced by activities of an organization should be taken into consideration. Elias et al. (2002) also presented three parts under the stakeholder management theory and these are; the corporate strategy, systems theory, and corporate social responsibilities established out of the method of management. And this were further explained by other scholars:

2.7.1.1 Corporate strategy:

This clarifies that, the relevance of most shareholders will decrease for that matter, organizations would go in for other shareholders. He also expressed that the dismissal of the stakeholder theory in his classic book Corporate Strategy because objectives and responsibilities were addressed as substitutes. Due to this, it generated several misunderstandings of the extension of the stakeholder theory. The literature of premeditated planning started showing up stakeholder theory in the year 1970's, Ansoff (1965).

2.7.1.2 Corporate social responsibility:

There was so much concern shown in regards to the corporate social control CSR, as literature from management, which presented the concept of stakeholder. It was also added by Post (1981) in this area of research, which shows former scholars making use of ideas and techniques whilst stakeholders who are modernized were inclusive in the writings in which they were used as different ideas of stakeholder theory.

2.7.1.3 Organizational theory: Rhenman (1968),

Cited shareholders to be groups or individuals in which their survival is influenced by an organization and other activities of the organisation. Pfeffer and Salancik (1978) also proposed an organization to be efficient by determining its capability to handle the pressures of interested groups by means of organizational model.

The idea of stakeholder management brings up question like who are stakeholders in project? And what do they also expect from the management of projects (Newcombe, 2003). With concern to this, the question that will be asked is how will project managers manage stakeholders? The method of project selection incorporates the use of techniques based on logical reasoning to select a project and discard the ones that are undesirable with a low chance of success. The project selection process can be categorized into two (2) groups which are benefit measurement method and constrained optimization method.

According to Chinyio and Olomolaiye (2010), many stakeholders are serious to the achievement of project nevertheless others may perhaps adjust their position as the project gets to certain limits. The classification of stakeholders should be centered on a project bearing in mind authority, earnestness, and legality. Shareholders are normally categorized for instance inactive, flexible, and tough. It was also said that primary, internal and definitive are the major stakeholders whilst the project team was said to include: customer, project superior, main stylish, other inventers, service provider, and benefactors.

2.7.2 STAKEHOLDER IDENTIFICATION

Failure to identify these stakeholders may result in the project management team being incapable to handle the project within its duration, its quality and within specified budget in which this may lead to a poor project delivery. Identification of various project stakeholders by the managers of project requires keen investigative and instinctive abilities. They have to work and communicate with them in order to come to terms with what they require, needs and influence upon the project success. This enhances the management procedure which seeks to optimize stakeholder positive input and minimize the effect of any potential negative impact on the project (Bourne and Waljer, 2005).

But Peter (2008) said that, the first period in the development of strategy to Stakeholder Management is by stakeholders being identified. Stakeholders are normally mentioned as persons or organizations that are seriously engaged in a project, or the interest of persons being positively or negatively influenced by the project execution and its completion. By starting the procedure for stakeholder's identification, the following inputs will be required:

- Project Charter
- Procurement papers
- Company data
- Experiences and lessons based on previous projects

This will bring an output of listing out stakeholders, with no investigation at this stage. He further went on to propose an initial identification application by the Project Manager, which continued with an application with the project team in the form of suggesting and also considering other methods. However, in this process caution needs to be taken, research results

from IFC (2007) makes it clear that an honor should be specified to persons and groups in the area of project who are Publicly and unfavorably affected, because making a conclusion between drawing who is influenced and who is not can be of a great task. Though with all the hard work, difficulties can arise. Societies lying just outdoor of the chosen project impact area can clearly observe that they have been randomly excluded from the benefits of the project. In this concern, mentioning stakeholders too narrowly should be prevented.

In explaining this, it is not sufficient to always emphasize on the official structure of the organization when stakeholders are being identified. But on the other side it is essential to have a look at the casual and other relationships too that are indirect. A relevant idea for this goal is to picture the stakeholder setting as an establishment of internal and external spheres. The spheres considered as inward is positioned for maximum significant investors who carries uppermost impact (Dagmar, 2001).

The IFC (2007) went further by stating that the very first idea to consider when delving into stakeholder engagement is stakeholder identification, by defining who your stakeholders are in your project, and their key groups and sub-groupings. Not forgetting assured stakeholder grouping would be prearranged through requests that are regulatory. After this phase comes the stakeholder analysis, in which is a more detailed look at how to group stakeholder interests, the degree and extends in which they will be affected, and what impacts they could have on your project. And in answering these questions will set as the foundation for building the strategy to your stakeholder engagement. It is then important to notice that not all stakeholders in a specific group will really share the same intentions of opinion that are unified.

It was also indicated by this group that, building a relationship takes much time. Many good relationships are centered on trust, mutual respect, and understanding and these are things that

develops over time, based on single and collective interactions and experiences. For this reason, most organizations are now beginning to participate with stakeholders at an earlier phase of the project, than what was done in past in which they do not relate to their stakeholders well. And this is mostly observed in project that are much larger, controversial and complex, and on this case they the wellbeing of this stakeholders as important in the very early stages of the project. Though, if a misunderstanding arises, the lack of established relations and frequencies of communication puts the project at an instant disadvantage in trying to solve the situation at hand. Thus initial arrangement by management offers an appreciated opportunity to have an impact on the public's observation and bring out an affirmative attitude with stakeholders early on and this will enable a practical growth of relations that can be taken advantaged of during challenging times. Differentiating other authorities and writers who study the Identification of stakeholders as the first step in management of stakeholders.

According to Karlsen (2002), he observed the identification of stakeholder not as a first step but a second step of initiation of the procedure. The process of identification emphasis's more on identifying stakeholders. There are numerous procedures that can support this identification work; and these are; consultations with specialists, good thinking in group gatherings, and the usage of specifications. The main thing a member classifies as a probable stakeholder may not the same thing another member will identify as potential stakeholder. This identification process should, then take place in an assembly of participants with backgrounds that are different, which will also advance the provision and ownership to the process of stakeholder management.

A recent question by Rawlins (undated) cited in Ovaitt (2006) stated that, "How much attention does a specific stakeholder group deserve?" is a vital question which was developed in his latest research paper, in which the Institute for Public Relations had published online, and this brings

out numerous approaches for recognizing stakeholders and manufactures an innovative model. The innovative approach commences by identifying stakeholders according to their links to the organization. It then moves on to ranking stakeholders by their qualities, which includes their association to the matter, and most importantly their position in the communication policy, Ovaitt (2006). The innovation of stakeholder was established in the late '90s which presented a new method to ranking based on the characteristics of urgency, power and legitimacy. Stakeholders with only one of these qualities are dormant stakeholders. An example is, an advanced group may have a crucial issue, but with neither power nor legitimacy, it can make demands without essentially being eligible to attention of management.

In view of this, stakeholder identification clarifies or helps in identifying project stakeholders that are to be involved and those who are not to be involved during the execution of a project, and this will help in ensuring an effective stakeholder management, which will lead to a good project delivery (Vos and Achterkamp, 2006)

2.8 STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Today, the word stakeholder engagement is developing as a means of unfolding a broader, more comprehensive, and a process that continues between a company and those potentially impacted that encompasses a range of activities and approaches, and spans the entire life of a project (IFC, 2007) This meaning includes the entire procedure of stakeholder management in any project management. Notwithstanding, partner commitment as a procedure as per (Wikipedia, 2009) is the procedure by which a company's partners participate in discourse to improve an association's basic leadership and responsibility toward corporate social duty (CSR) and accomplishing the triple primary concern. Partner commitment attempts to consider the worries and goals of an association's partners in its choices. Partner commitment considers the fluctuating points of view, needs, and restrictions of various partners. The experts in partner commitment are frequently organizations, non-administrative associations (NGOs), work associations, exchange and industry associations, governments, and monetary foundations. The organization regularly starts Public, two-way discourse looking for comprehension and answers for issues of shared concern. Partner commitment happens when an organization needs to think about the perspectives and inclusion of somebody or some gathering in settling on and actualizing a business choice. Partner commitment must happen when an organization really needs contribution from gatherings that will be influenced by the organization's choice (Wikipedia, 2009). This is altogether different from when an organization needs to issue a message or impact gatherings to concur with a settled on choice.

2.9 PPP IN STAKEHOLDER MANAGEMENT BACKGROUND

It was contended by De Schepper et al. (2014), that though there is no enquiry on the distribution of responsibility of project in a traditional tender, in a PPP contract, the concept shared in this area creates matters. Therefore, two stakeholder management schemes for the private contractor and the public originator function well in traditional procurement due to the responsibilities being fairly set and clearly defined within the contract. Nevertheless, in a PPP contract more methods are expected to deal with the partners inside one structure thinking about the key parties in the work (De Schepper et al. 2014, Henjewele et al. 2013). As indicated by Oyegoke (2001), this point can be additionally settled by considering PPPs as a course of procurement which is integrated. In such circumstances, a contractor is in charge of the entire construction design, structure, activities and activities of maintenance of the project. Collin (1998) expressed that by the idea of PPPs, they unite together to cultures of institution under a project organization which is single. In this way, these culture managements that are different who come together to handle a task ends up bringing certain problems when the project commence, (Starr 1988). Thus, it is essential to build up a coordinated SM system for PPP tasks, where both the private and the Public unit's gatherings fill in as a one group to accomplish the task destinations. Simultaneously partner the executives in PPPs will turn out to be progressively unpredictable and dynamic. Chinyio and Akintoye (2008) affirmed the significance of partner the executives in present day types of development acquirement, for example, joining forces and private account activities. Appropriately, numerous partners are associated with the procedure whose interests are not in every case prone to concur.

2.10 STAKEHOLDER MANAGEMENT CHALLENGES ON PPP PROJECTS IN GHANA

Stakeholder management challenges in this research refers to a precise barrier, constraint or issue related to stakeholder management in the PPP environment. Overseeing of stakeholders poorly is one of the principle purposes behind disappointment of numerous PPP extends in the worldwide setting (De Schepper et al. 2014). Basically, they steadily reduce the overall population 's work and subsequently fuel the negative Public recognitions on government dealings with the private sector (Osei-Kyei and Chan, 2015a).

The shortcomings identified with stakeholders is seen more in PPP ventures with more construction project all around the world, (Henjeweile et al. 2013). As indicated by a report distributed by the World Bank, the primary factor holding up private interest in framework is the wide gap between the administration and the private segments, prompting the interest of conflicts (De Schepper et al. 2014). De Schepper et al. (2014) stated that relationships between stakeholder are mostly in relation to stakeholders not being well managed, and poor approaches to stakeholder management. Consequently, the review of the literature brings out that there are several issues in stakeholder's management in PPP projects worldwide. A few nations including Australia has professed to be one of the main nations which use PPPs for major monetary and social framework improvement (Barratt 2003). In any case, framework privatization has made numerous issues in the social, political, monetary, legitimate and ecological settings in certain nations. As per Johnston (2010), there are various difficulties that needs attention in PPPs to get the interest of the public. He investigated numerous issues in PPPs, including underbidding, optimistic forecasts, lack of allocation of risk, high capital of the private sector, inadequate transparency, no trust for citizen, poor management of relationship, conflict and political

attitudes. Siddiquee (2011) brought up that a bigger extent of PPPs in Australia have not been successful because of poor growth in revenue, increase of patronage and customer behavior through the prearranged period of work.

2.11 STRATEGIES TO ENSURE EFFECTIVE STAKEHOLDER MANAGEMENT ON PPP PROJECTS.

According to Skulmoski and Hartman (1999) three organizations were examined for appropriate stakeholder management strategies with respect to getting stakeholder investment in their task, and the following strategies were identified; stakeholder input components, compelling correspondence and stakeholders in front-end arranging. Stakeholder management is mentioned as the operative managing of stakeholder relations (Lim, Ahn and Lee, 2005). This comprises of the procedures and actions initiated to recognize all persons or organizations impacted by project execution. As indicated by Oakley (2013), project managers ought to understand that, the achievement of the tasks can be affected enormously by adding up different stakeholders to the projects which can bring a good project delivery. It is very important to analyze the requirements and needs of the stakeholder throughout life-cycle of project as their preference is very dynamic. Some strategies for stakeholder management includes; PPP project managers must involve stakeholders when making decisions and must also involve them in the project process, Management must address stakeholder issues very well and also ensure that the needs of, stakeholders are considered when undertaking projects, Identify relationships between stakeholders, and ensure effective coordination among project management team and stakeholders, and lastly management must team up with stakeholders to solve project issues and undertake project activities with them,

According to Oliver (1991), he identified five (5) strategies for stakeholder management, and these includes: Acquiesce, compromise, avoid, defy and manipulate. These points were well explained:

- **Acquiescence:** Ensuring that there is an agreement at every stage of the project
- **Compromise:** A method of agreement whereby both parties bring up ideas towards the advancement of the project.
- **Avoidance:** Avoidance by setting barriers that may prevent misunderstanding during project execution.
- **Defy:** Oliver (1991) views disobedience as a lively method of opposition to processes that are official (institutional). And this may appear in the way of removal, attack or defying.
- **Manipulation:** To put in effort by controlling all project activities.

These stakeholders are included based on the relationship they encourage with project managers and other administration association in the undertaking. Stakeholders are center to the projects existence with their information, course, and desires to the undertakings and they require input on data they look for from project managers. One crucial aspect of stakeholder management is the ability of the project manager to develop strategies after identifying the stakeholders and understanding the stakeholders in other to capture their interest. Lim et al. (2005) also recognized four basic strategies in managing stakeholders. These are;

- **Collaboration:** Management must team up with stakeholder to avoid threats and encourage assistance on project activities to help attain a successful project delivery.

- **Involvement:** The management in authority must also ensure the involvement of stakeholders in when making decisions which can also aid them to reap benefits of their participation;
- **Monitoring:** Stakeholders must also be monitored by checking if there are any changes to their preference
- **Defending:** The needs of stakeholders must also be considered when undertaking any project, and they must also be safeguarded by ensuring their satisfaction which will also aid the project in a successful completion.

2.11.1 Other strategies to managing stakeholders

According to Clarkson (1995) effective Stakeholder management can be attained through the following principles:

- **First Principle:** Genuine stakeholder interests should recognize and actively checked by managers and they should take their interests correctly into account in administrative decisions and other appropriate tasks.
- **Second Principle:** Directors must do well in listening and responsively connecting with stakeholders about their specific needs and support, in which must include the risk they undertake because of their contribution to the organization.
- **Third Principle:** Procedures and modes of conduct that are sensitive to the worries and abilities of each stakeholder's area must also be accepted by managers, if not they should be taken into consideration.
- **Fourth Principle:** There should be a recognition from managers in looking at the efforts and rewards of stakeholders, to ensure that stakeholders are well rewarded.

- Fifth Principle: Administrators must also work helpfully with other firms, which includes the public and private sides, to ensure the prevention of risk and other misunderstandings that may arise during project executions, and where these cannot be prevented, they should be suitably compensated.
- Sixth Principle: Directors must ensure the prevention of general actions that may risk unchallengeable social rights and which may develop into risks which, if clearly understood, would be deliberately intolerable to related stakeholders.
- Seventh Principle: Administrators who are in place of manager must also recognize the possible misunderstandings which may occur between their own role as corporate stakeholders, and ensure proper systems of reporting that is encouraging, and where necessary third party appraisal. Considering other business purposes, the achievement of stakeholder engagement is very key. It should be determined by a distinct plan together with clear objectives, a good timetable, budget, and distribution of duties. All staff should be made conscious of the project and its objectives.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The methodology for the study was presented in this chapter. The chapter shows the approach to the research, design and methods, and it also entails how data was collected and analyzed for the purpose of assessing stakeholder management challenges on PPP projects in Ghana. It is improvident to conduct a research without understanding the methodological and philosophical issues relating to that particular study. This chapter was essential to the study. In summary, this chapter explained how the population was defined, the sampling technique used, how the sample size was determined and other relevant methods to the study was also addressed in the chapter. Therefore, this chapter dedicated to highlight the research methodology adopted for this study.

3.2 RESEARCH PHILOSOPHY

It was stated that research is founded on “certain citified rules” which entails the research method, the research approach is one important aspect of the research, by this the theoretical viewpoint, which is also considered as the paradigm of the study should be well addressed at the early stages of the research Walliman, (2011). Based on this, the philosophical rules or theoretical perspective should be accurate and recognized throughout the method adopted for the findings of the study to be effective (Ritchie and Lewis, 2003), this also continues with the fact that, research philosophy explains and symbolizes the epistemological, ontological and

axiological assumptions and activities that direct the researcher throughout the research design. Consequently, Burnham et al. (2008) entreat researchers to understand the deliberations within the philosophy of social science in order to link the epistemological or ontological positions with the adopted research approach.

3.2.1 Ontological perspective: According to Pathirage et al., (2005), ontological positions can be classified into two main orientations known as realism and idealism. Ontology is a field of research that deals around the nature of reality and the diverse bodies and groups within reality. The study considered the realism perspective.

3.2.2 Epistemological perspective: Research by (Kura and Sulaiman, 2012; Dawson, 2002), shows that the opinion of the researcher is being made clear concerning what can be known about the world, in which it considers the nature of knowledge and where the knowledge is coming from, and how this knowledge can be studied and developed. The main epistemological question is being proposed by Bryman (2001), in which this takes into consideration whether the natural science philosophies, procedures, and ethos can or should be considered in the study of the social world. Epistemological position includes of positivism or interpretivism. Positivism support the researcher to quantify social phenomenon therefore producing highly specific and a detailed data (Kura and Sulaiman, 2012). Therefore, from the above explanations, the study will adopt the idea of the positivist position, which can aid the study in achieving its goal.

3.2.3 Axiological position: In two directions, that this position can be considered and this is whether the reality is value free (value neutral research) or value driven (value loaded research). Value neutral research is directed towards ascertaining what to study and how to study through the area of the goal and objective, whereas in value loaded research the choice on what to study can be achieved through human opinions and experience (Pathirage et al., 2005).

The above statements in relation to axiological position, brings the study to a place that, it focuses on the perspective of the value free research. In all, the various philosophy's used under each section were the realism perspective, positivist position and the value free research.

3.3 RESEARCH APPROACH

Many researchers have approved that there are basically three main forms of research approach. These are The Quantitative Approach and The Qualitative Approach and the Mixed methods. According to Pathirage et al., (2005), there are two basic methods to be well considered in describing the gathering and analyzing of data and these are the qualitative and quantitative approaches; they play some very essential roles in a research study by given useful information's the study conducted by the researcher. And this study will focus on the quantitative research approach. The study selected this method because it used structured questionnaires and statistical methods for data analysis, and this approach aided the study in using the various methods. The section below further explains the quantitative technique.

3.3.1 Quantitative research

In view of the studies numerical and statistical characteristics, the study selected the quantitative method. Quantitative approach involves the generation of statistics or data in a quantitative form by accepting important survey research, using approaches such as questionnaires or structured interviews (Kothari, 2004; Dawson, 2002). In the research of Matveev, (2002) that the quantitative method obviously recognises the self-determining, mediating and the dependent elements under investigation. The quantitative procedures also have the capability to make good

use of group of persons that are small to make inferences about greater group of persons that would bring additional cost to the study.

A number of characteristics considered for quantitative study includes: “it numerical characteristics, and its statistical or mathematical nature, it also has a repetitive procedure in which data is assessed; the results are frequently showed in tables and graphs, Rajasekar et al., 2006). This indicates that the quantitative approach depends exclusively on mathematical data and analysis that are numerical to describe behavior which is also understandable (Passer, 2004). The quantitative approach is effective approach to use in conducting a study, which is why this study stacked to this approach.

3.4 POPULATION DEFINITION

According to Walliman (2011) and Gray (2004), even though population entails a group of people selected for a study, it does not refer to any number of people, units or elements but rather a total quantity of a particular type of people, units or cases relevant to the subject of a researcher. It must be ensured by the researcher that researcher he or she identifies the group of people from which he can collect the richest and most relevant information pertaining to research question (Ritchie et al., 2013).

The population of the study were construction professionals in the construction industry, specifically professionals that were into PPP projects in Accra metropolis. The class of professionals were those in D1K1-D2K2 firms. These professionals included; project managers, engineers, architects, quantity surveyors and other relevant construction officers.

3.5 SAMPLING TECHNIQUE AND SAMPLE SIZE

The procedure of choosing a section of the population to symbolize the entire people, the results from the section representing the group as whole is known as sampling, according to Saunders et al. (2007) there are basically two types of sampling, these are the: probability and non-probability sampling. The probability sampling, this is the basics of the population have some accepted opportunity of being selected as sample subjects; whiles the in non-probability sampling, the elements do not have a recognized opportunity of being chosen as subjects which fit into the broad groups of suitability and purposive sampling. According to Polit and Hungler, (2006), sample sizes should hence, have features that are similar to the population under the study to permit generalization of the findings to signify the population chosen. Kothari, (2004) stated that, a sample frame signifies the “meaning of the population”. Also, it represents a list of items such as names, phone numbers, addresses etc. from which the sample is to be drawn (Passer, 2004).

The applied method for the selection of respondents was purposive sampling. This is because, researcher like Ritchie et al., (2013) stated that purposive sampling technique allows the researcher to select the individuals who has good have much knowledge in the research conducted. Nevertheless, purposive sampling is also where the required information is gathered from specific targets or groups of people on some rational bases in aiding to attain information that is relevant to the study.

As stated in section 3.4, the population of the study were construction professionals in the construction industry, specifically professionals that are into PPP projects. The sample size for the study was derived using the purposive sampling technique since there was no data showing the number of professionals who are into PPP projects. Purposive sampling technique is used in

the process whereby a required information is gathered from specific targets or groups of people on some rational bases in aiding to attain information that is relevant to the study. The purposive sampling technique helped in selecting fifty (50) project professionals in conducting the study. Questionnaires were administered to these respondents and with the help of the information gathered from the respondents, the study was able to commence to the next chapter. Due to the increase number of PPP projects in Ghana and because of the limited time given in conducting the study, the study focused on five (5) PPP projects in Accra, and these were: Accra city project, Construction of office of the Head of the Local government service, Re-development of salaga market, Re-development of Tuesday market and the Makola market project, all in the Accra metropolis.

3.6 DATA COLLECTION AND QUESTIONNAIRE DESIGN

Research has proven that, one of the well-known and appropriate instrument used in quantitative technique is the questionnaire, (Walliman, 2011). Generally, the structured presentation of questionnaires makes it a very appropriate for conducting a research, also very suitable for respondents, and less expensive. Administering of questionnaires is very quick and can be given to a wide population even though it has its own limitations that are very less to manage (Kothari, 2004). Collection of data for the study was done by the administration of questionnaire, in which assisted in obtaining very essential information.

The questionnaire included the demographics data of the respondents, and the rest of the sections entailed of the various objectives for the study. A Likert scale of one to five was adopted for the study to measure the response of each respondent. According to Bertram (2007), Likert scale is a psychometric response scale mostly adopted in questionnaires; it aids the researcher to easily

ascertain the degree to which a respondent agrees with a statement. Close and Public ended questions were asked in each part of the questionnaire for the respondent to select from a set of given answers and at the end of each part, a Public ended question was asked to enable the respondents qualify their responses. The questionnaires were divided into various divisions; these divisions were: section one, two and three. The first section comprised of the demographics of the respondents, which entailed questions like their level of education, their working experience etc. The second section focused on stakeholder management challenges on PPP projects in Ghana, and the last questions were presented in regard to strategies to ensure effective stakeholder management on PPP projects.

3.7 DATA ANALYSIS

In most research, data analysis is mostly done right after data is being collected. The research selected a quantitative approach and the data analysis for this approach normally involves, statistics, that is data collected in the form of numbers and their properties can be analyzed using mathematical processes (Passer, 2004). The data collected from the questionnaires were coded and data was analyzed using the Relative Importance Index. For further explanations, the RII entails:

$$(RII) = \frac{\sum w}{AxN}$$

Where: RII = Relative Importance Index

W = is the weight given to every single factor by respondents which is the range of 1 to 5

A = highest weight (which is 5)

$N =$ Total no. of respondents

Results from this are presented and the greater the RII value, the more important the factor is.

3.8 CHAPTER SUMMARY

The focus of this chapter was mainly the methodology adopted for the study. The quantitative research approach was employed and primary data was sourced out from construction professionals in the construction industry, specifically professional into PPP projects in Accra metropolis. A sample size of fifty (50) was attained. The collected data were coded using SPSS and also analyzed using the Relative Importance Index (RII). The next chapter appropriately analyze and discussed the collected data.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 INTRODUCTION

More light is thrown on the research analysis and its interpretation in this chapter. Demographic data of respondents was analyzed by the help of descriptive statistics, and the actual data which entails the very objective of the study was analyzed using the Relative Importance Index and the Mean Score Ranking. All various results of the data results will also be shown in the analysis. The chapter has four main part which includes;

- Section one: entails the demographic characteristics of the study
- Section two: entails the first objective which is stakeholder management challenges on PPP projects in Ghana.
- Section three: Strategies to ensure effective stakeholder management on PPP projects

4.2 RESPONSE RATE

Research conducted by Rea and Parker (1997) and Aday (1996) stated that, an accurate survey data is very key in every research, this is for the reason that, the accurate the response rate, the exact the results of the data. The sum of questionnaires given out was 50 which was through personal distribution of the data. Afterwards, 40 of the questionnaire was retrieved. Response rate of 80% was attained from the 5 PPP projects the study targeted. The researcher conducted the study with the results of data attained.

4.3 DEMOGRAPHIC DATA

The demographic data of the study was divided into five sections. This includes the level of education, the number of years of practical working experience respondent has in the construction PPP projects, the number of years you have worked with your recent company, respondents position and how effective stakeholder's management is, in respondents current PPP Project. Even though this that's not go into the actual study, it's vital to the study because, it improves the confidence and reliability in the data gathered. And with the help of descriptive statistics, Table 4.1 shows that respondents are well qualified for the research conducted.

Table 4.1: Respondents Characteristics

Characteristics	Frequency	Percentage (%)
Educational background		
HND	12	30
Degree	9	22.5
Postgraduate(MSc/MPhil)	16	40
PhD	3	7.5
Practical working experience		
Less than 2 years	6	15
2 - 6 years	12	30
6 - 10 years	10	25
10 years and above	12	30
Number of years respondents have worked with firm		
Less than 2 years	7	17.5
2 - 6 years	15	37.5
6 - 10 years	10	25.0
10 years and above	8	20.0
Position		
Architect	4	10
Contractor	6	15
Project Manager	15	37.5
Engineer	10	25
Quantity Surveyor	5	12.5
Stakeholder's management		
Very effective	19	47.5
Somehow effective	13	32.5
Not effective	8	20.0
Total	40	100

Source: Field survey (2019)

Table 4.1 shows the details of the characteristics of respondents, which is well presented in the table above, the first characteristics detail presented is the level of education of

respondents, and out of forty respondents, 40 % stand Postgraduate (MSc/MPhil) holders, 22.5% stand First degree (BSc) holders, 30% stand Higher National Diploma (HND) holders and 7.5% stand educated to the PhD level. The question was modelled to find out the level of education of respondents, for the reason that, the degree of this capability to a higher degree decides their positions in the firm. From the table, the number of years of respondents is show above, whereby 15% have experience in PPP Projects for less than 2 years, 30% between 2 - 6 years, 25% have experience in PPP projects between 6 to 10 years and lastly another 30% between 10 years and above. The years of experience presented shows how experienced respondents are in the study conducted, also aids in obtaining practical and convincing response. This notifies the reliability of collected data from these professionals in PPP projects.

The number of years' respondents have also worked in their recent company is presented above, 17.5% have worked in their present company for Less than 2 years, 37.5% for 2 - 5 years, 25% for 6 - 10 years, and 20% for 10 years and above. This explains how well sixty percent of the respondents have much knowledge about PPP projects in their company. The position of respondents as per the table showed that larger piece of the respondents were project managers, which represents 37.5 and Engineers, representing 25% of the total number of respondents, 15% were contractors, 12.5% were quantity surveyors, and lastly 10% were Architects. Lastly, the data shows the level of effectiveness of stakeholder management in respondents PPP project, and from the table, 47.5% showed that stakeholder management in their project is very effective, 32.5% ticked somehow effective and 20% ticked not effective. Twenty percent representing 8 out of the 40 stated not effective. And this study will add up to

knowledge in helping to encourage the importance of good stakeholder management in PPP projects.

4.4 STAKEHOLDER MANAGEMENT CHALLENGES ON PPP PROJECTS IN GHANA.

Stakeholders management is very essential in all PPP projects, therefore there is a need that the challenges faced in the management of stakeholders is identified. According to El-Gohary et al., (2006), poor management of stakeholders is one of the main reasons for failure of many PPP projects in the worldwide setting. Information was collected from the literature and assessed by construction site professionals were categorized based on their importance indices and are Public in *Table 4.2*. Professionals in construction acknowledged the four strongest challenges to be “Ineffective coordination among project management team and stakeholders”, “Lack of not addressing general public views”, “Lack of stakeholder engagement”, and “Lack of staff capability in PPP project delivery” as the strong challenges on PPP projects in Ghana. It was discovered by Osei-Kyei and Chan, (2015a) that “poor management of addressing general public views is one of the results to oppositions from stakeholders leading to challenges in stakeholder’s management. According to Johnston (2010), inadequate risk allocation, “Ineffective coordination among project management team and stakeholders”, “Lack of stakeholder engagement”, and “Lack of staff capability in PPP project delivery are key challenges of stakeholder’s management. ‘It is agreed by the findings of this study to a large extent with the findings in literature on the factors for stakeholder management challenges in PPP projects.

Table 4.2 stakeholder management challenges on PPP projects in Ghana.

CHALLENGES	Σw	RII	Ranking
Ineffective coordination among project management team and stakeholders	191	0.956	1 st
Lack of not addressing general public views	186	0.930	2 nd
Lack of stakeholder engagement	178	0.890	3 rd
Lack of staff capability in PPP project delivery	164	0.820	4 th
Inappropriate relationship management,	158	0.790	5 th
Inadequate risk allocation,	131	0.656	6 th
Lack of institutional capacity to undertake large and	121	0.606	7 th
Inadequate information on public private partnerships	101	0.506	8 th
Lack of comprehensive policy, legal and institutional	82	0.410	9 th
Political behavior and conflicts of interest.	52	0.260	10 th

Source: Field survey (2019)

4.5 STRATEGIES TO ENSURE EFFECTIVE STAKEHOLDER MANAGEMENT ON PPP PROJECTS

The study further did a literature review into strategies to ensure effective stakeholder management on PPP projects. It was specified by Oakley (2013) that, project managers ought to understand the fact that, the attainment of the tasks in PPP project can be well impacted by the addition of different stakeholders to the projects as a strategy to attain project success. In this part of the study, data was also collected from the literature and assessed by construction site professionals, in which it was categorized based on their importance indices and presented in *Table 4.3*. Professionals in construction acknowledged the three robust strategies as the key strategies, and this includes: “PPP project managers must also involve stakeholders when making decisions and must also involve them in the project process”, “Management must address stakeholder issues very well and also ensure that the needs of stakeholders are considered when undertaking projects”, and “Effective coordination among project management team and stakeholders”

Findings from literature also mentioned these strategies, which was in line with the findings of the study. According to, Lim et al. (2005), “the management in authority must also ensure the involvement of stakeholders in when making decisions which can also aid them to reap benefits of their participation”, secondly, “Management must address stakeholder issues very well and also ensure that the needs of stakeholders are considered when undertaking projects”. In the study of Clarkson (1995) “there must be effective coordination among project management team and stakeholders” and also “genuine stakeholder interests should

recognize and actively checked by managers and they should take their interests correctly into account in administrative decisions and other appropriate tasks”. With this affirmation from other researchers, the various strategies mentioned below, in the table 4.3, must be applied adequately to ensure an acknowledgeable stakeholder management on PPP projects.

Table 4.3 Strategies to ensure effective stakeholder management on PPP projects

STRATEGIES	Σw	RII	Ranking
PPP project managers must also involve stakeholders when making decisions and must also involve them in the project process	189	0.946	1 st
Management must address stakeholder issues very well and also ensure that the needs of stakeholders are considered when undertaking projects.	182	0.910	2 nd
Effective coordination among project management team and stakeholders	163	0.816	3 rd
Managers handling PPP projects must also listen and respond well to the needs of stakeholders	151	0.756	4 th
Management must team up with stakeholders to solve project issues and undertake project activities with them.	122	0.610	5 th
Managers must recognize the interest of stakeholders and their interest should be taking in consideration	100	0.500	6 th
Identify relationships between stakeholders	46	0.230	7 th

Source: Field survey (2019)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 OVERVIEW

The chosen objectives of this research were to identify stakeholder management challenges on PPP Projects, to identify stakeholder management challenges on PPP projects, and lastly, to identify strategies to ensure effective stakeholder management on PPP projects in Ghana. The summarization of all the previous chapters including their individual findings were stated in this chapter, where by this chapter also draws conclusions for this research in regard to the various aims and objectives for the study.

5.2 SUMMARY OF FINDINGS

The main aim for the research is to identify stakeholder management challenges on PPP Projects in Ghana, where by the various objectives above selected for the study were achieved. The study conducted a literature review in the various objectives in which factors relating to this area of study were presented. In the first objective the following were ranked strong as the main stakeholder management challenges in PPP projects, this includes; Ineffective coordination among project management team and stakeholders, lack of not addressing general public views, lack of stakeholder engagement and lastly, lack of staff capability in PPP project delivery.

And the second objectives focused on strategies to ensure effective stakeholder management on PPP projects. The study found it very important to find strategies relating to the challenges in

PPP project. A literature review was also gathered in this aspect of the study where by the study came to a conclusion of some strategies helpful to ensure effective stakeholders management. Respondents were given the opportunity through questionnaires to rank strategies given. After this process the Relative Importance Index was used in analyzing this study. The various strategies were ranked high after analysis of the study: PPP project managers must also involve stakeholders when making decisions and must also involve them in the project process, management must address stakeholder issues very well and also ensure that the needs of stakeholders are considered when undertaking projects and effective coordination among project management team and stakeholders. The various strategies were ranked as very serious strategies that can help minimize stakeholder challenges in PPP projects. The study was able to achieve all objectives stated, which helped in attaining the research successfully.

5.3 CONCLUSIONS

The research findings show stakeholders management is key in PPP projects, and for this reason the study did a serious research on the various stakeholder management challenges on PPP Projects in Ghana and also found the key strategies to ensure effective stakeholder management on PPP projects, as stated in the summary above. The study stated that the number one challenge in stakeholder management in PPP projects is “Ineffective coordination among project management team and stakeholders”, which means there must be effective coordinating during project execution between management and stakeholders. Secondly the study stated based on the second objective (strategies to ensure effective stakeholder management on PPP projects) that, one key strategy in stakeholder management in PPP projects is: “PPP project managers must also involve stakeholders when making decisions and must also involve them in the project process”,

which means that in all PPP projects, managers must ensure to involve stakeholders, to help attain a successful project completion. In conclusion this study and its information will be of much help to management in PPP project because, all various objectives were successfully attained.

5.4 LIMITATIONS OF THE STUDY

Respondents selected construction professionals in the construction industry, specifically professional that are into PPP projects. There was a level of challenge in meeting up to the exact number of targeted respondents, this is because, most of them had other projects doing which could not allow them stay at a place at a particular time, which made it difficult in meeting all respondents, selected for the study.

5.5 RECOMMENDATIONS

To improve on the various Stakeholder Management Challenges on PPP Projects in Ghana, the following recommendations are notable:

- It is recommended that there is a need to educate all stakeholders on the PPP project and ensure communication which is effective from the foundation of project execution to verify better understanding amongst all stakeholders.
- Involvement of stakeholders effectively should be a key focus right from the design of the project to the completion, where by designers of project must ensure that there are enough funds to cater for that.

- It is also significant to build stronger cooperative association through continual engagement and the sharing of information as well as harmonization of stakeholder plans at all levels of National development.
- The interest of stakeholders and their interest must also be recognized and should be taking in consideration.
- Management must address stakeholder issues very well and also ensure that the needs of stakeholders are considered when undertaking projects.

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QUESTIONNAIRE

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY QUESTIONNAIRE

Title: Stakeholder Management Challenges on PPP Projects in Ghana

Managing stakeholders in a Public Private Partnerships projects is a complex and prolonged process, which needs honest communication and trust. Poor management of stakeholders is one of the main reasons for failure of many PPP projects in the global context, therefore, this leads to several challenges in the management of stakeholders, and there is a need to find effective strategies in managing stakeholder well in the execution of PPP project.

This study is focused on identifying stakeholder management challenges on PPP Projects in Ghana. Be assured that all information you provided in this questionnaire will be treated with the strictest confidence and will be used for this research to improve a good stakeholder management. Please kindly respond to the following questions by either ticking (√) the appropriate box (es) or by writing your answer in the spaces provided.

Thank you

Dominic D. Appiah

Mobile No: 0242944371

SECTION ONE: DEMOGRAPHIC CHARACTERISTICS OF RESPONDANT

Please appropriately respond to this questionnaire based on an authentic experience and please answer by ticking [✓] the appropriate cell.

1. What is your level of education?

Degree []

HND []

Postgraduate(MSc/MPhil) []

PhD []

Others (please specify)

2. How many years of practical working experience do you have in the construction PPP projects?

Less than 2 years []

2-6 years []

6-10 years []

10 years and above []

3. In your recent company can you state the number of years you have worked with them?

Less than 2 years []

2-5 years []

6-10 years []

10 years and above []

4. What is your position?

Architect []

Contractor []

Project manager []

Engineer []

Quantity surveyor []

Others (please specify)

5. How effective is stakeholder's management in the current PPP Project you are into?

Very effective []

Somehow effective []

Not effective []

SECTION B: STAKEHOLDER MANAGEMENT CHALLENGES ON PPP PROJECTS IN GHANA.

From the literature review, the determinants below are stakeholder management challenges on PPP projects in Ghana. From your experience, please express your views on the following factors listed below. (Please tick [✓] the suitable box).

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

No.	FACTORS	1	2	3	4	5
1	Inappropriate relationship management,					
2	Political behavior and conflicts of interest.					
3	Lack of institutional capacity to undertake large and complex projects					
4	Lack of comprehensive policy, legal and institutional frameworks.					
5	Ineffective coordination among project management team and stakeholders					
6	Inadequate risk allocation,					
7	Inadequate information on public private partnerships program					

8	Lack of stakeholder engagement					
9	Lack of not addressing general public views					
10	Lack of staff capability in PPP project delivery					

If any other, please specify

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SECTION C: Strategies to ensure effective stakeholder management on PPP projects. Below are a number of strategies to ensure effective stakeholder management. Please select these factors by ticking [✓] suitable box.

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

No.	FACTORS	Scale				
		1	2	3	4	5
1	PPP project managers must also involve stakeholders when making decisions and must also involve them in the project process					
2	Management must address stakeholder issues very well and also ensure that the needs of stakeholders are considered when undertaking projects.					
3	Identify relationships between stakeholders					

4	Effective coordination among project management team and stakeholders					
5	Management must team up with stakeholders to solve project issues and undertake project activities with them.					
6	Managers handling PPP projects must also listen and respond well to the needs of stakeholders					
7	Managers must recognize the interest of stakeholders and their interest should be taking in consideration					

If any other, please specify

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THANK YOU