



**UNIVERSITY OF CAPE TOWN**  
IYUNIVESITHI YASEKAPA • UNIVERSITEIT VAN KAAPSTAD

**THE CHALLENGES HINDERING EFFECTIVE STAKEHOLDER  
MANAGEMENT ON CONSTRUCTION PROJECTS: A CASE STUDY OF  
THE CONSTRUCTION OF THE SESFONTEIN SETTLEMENT AREA  
OFFICE.**

A Research Report Presented to the Department of  
Construction Economics and Management

By

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## ABSTRACT

This study aims to understand the application of a stakeholder management strategy on construction projects and the challenges currently hindering the implementation of effective stakeholder management and how these challenges can be addressed.

The qualitative research method using a single case study was used and the unit of analysis being the stakeholders involved in the planning and construction of the Sesfontein Settlement Area Office in Kunene, Namibia. Data analysis was undertaken by following a thematic approach.

The results of this study indicate that failure to identify one or more stakeholders on construction projects can have an adverse effect on the project. In addition, if challenges are not considered there will be technical delays and failure on the project. The developing of strategies is the first move towards overcoming the challenges. Also, sharing of the challenges among the stakeholders is the most critical part to assist in mapping out a stakeholder management strategy for the project.

The results of this research will be beneficial to the Kunene regional council and its stakeholders as it will aid in providing awareness in which stakeholders entail better emphasis with regards to stakeholder management, thereby working toward the role of implementing stakeholder management strategy on the construction project results.

The study contributes to stakeholder theory, including the role of stakeholder management on construction projects. Possible research gaps and trends are presented for future research.

**Keywords:** Construction projects, stakeholders, stakeholder management, stakeholder management strategy.

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Figure 1 Structure of Kunene Regional Council Construction of Sesfontein Settlement

Area Office

## LIST OF ABBREVIATIONS

COVID-19 - Corona Virus Disease-2019

CDC - Constituency Development Committee

CRO - Chief Regional Officer

OMAs - Offices Ministries Agencies

PESTE - Political Economic Social Technological Environmental

PMI - Project Management Institute

RDCC - Regional Development Coordinating Committee

SDC - Settlement Development Committee

SM - Stakeholder Management

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# **CHAPTER 1: GENERAL INTRODUCTION**

## **1.1. INTRODUCTION**

This report investigated the role of stakeholder management strategy on the construction of Sesfontein Settlement Area Office in Kunene, Namibia. The research begins with the overview of the research topic and the background to the research problem. The research problem, the research question, the research objectives and the proposition are presented. The chapter concluded with description of the research report limitation and the structure of the research.

## **1.2. OVERVIEW OF THE RESEARCH TOPIC**

The PMBOK® Guide (PMI, 2013) states that stakeholders are both internal and external members of the project team are an important consideration in any project as they influence decisions taken on a project than can impact the outcomes of a project (PMI, 2013). The stakeholders can create uncertainty in projects and are therefore a source of uncertainty in projects (Ward and Chapman 2008). They further state that with the uncertainty of who the relevant stakeholders are can influence the outcomes of a project. Stakeholders management is actually the role that the project manager or client has to carry out in order to enhance and speed up the project to reach its completion date.

Mathur., Price and Austin (2008) emphasized that in order to run a successful project it is important to address the needs of the project stakeholders, effectively predicting how the project will affect them and how they can affect the project. To this extent ineffective stakeholder management can result in dissatisfaction with the final product and negative impacts on the projects budget and schedule (Yap., Chow and Shavarebi, 2019). It is

therefore essential that during the development stages of a project, a stakeholder management strategy should be developed.

Worsley (2017) stated that project can no longer select whether they need to involve the stakeholders or not, they only need to decide as to when and how to involve them effectively. She goes on to state that the projects that are managed by stakeholders tend to change to a shift in the way others think and do things. In addition, Worsley mentions that there are three kinds of stakeholders, categorised by their basis of impact on the project explicitly, and they are: the client, the decision maker, and the expert. These three categories of stakeholders are called role-based stakeholders.

They have a precise, recognisable, and lawful role on the project.

It is therefore essential that during the development stages of a project, a stakeholder management strategy should be developed and an organization should consider the following factors when developing a stakeholder management plan: who are the stakeholders, what are their stakes, what opportunities do they present, what challenges or threats do they present, what responsibilities are there towards stakeholders, and what strategies or actions should be used to engage stakeholders

(Boaz., Borst., Kok and O'Shea, 2021).

Worsley (2017) states that there is a need to understand that the stakeholders are a part and parcel of the process which is vital when it comes to the identification of the scope of the project. She further states that networking and engaging outlays time and cash, and the factor of stakeholder adds to the risks of the project. Furthermore, the reduction of these hazards adds to the project scope or slightly to the project contingency.

Previous studies conducted in Africa, Southern Africa Development Community (SADC) and in Namibia regarding project stakeholder management strategy indicated that there are serious challenges that constitutes a critical element in strategic planning in developing countries (Ashton., Love., Mahachi and Dirks, 2001; Swatuk, 2008; Mushove and Vogel, 2005; Savage., Fransman., Jenkins and Bamford, 2014).

### **1.3. BACKGROUND TO THE RESEARCH PROBLEM**

The stumbling block with stakeholder management and SM strategy formation has been the speedy Implementation of the project to reach its conclusion. –To ensure the success of any governmental project that aims at benefitting the local community members in need of various development in their community, policymakers must ensure that the success in choosing, crafting, and implementing government- sponsored programs of multi-projects have key competent stakeholders. All over the world many entities inductee projects with the best of objectives to flourish, but due to governing and managing issues, many projects fail, and the reasons are often indistinguishable. Customarily, the outcomes of many projects have been sedated in terms of affecting them within the constrictions of scope, time, cost, and quality (PMI, 2013). However, progressively, assessments of projects are being lengthened to ascendancy, to include their ability to achieve strategic goals over substantial periods of time (PMI, 2016). A feature of good ascendancy is that it has the timeliness to circumnavigate the projects through different reservations and unanticipated events (Miller and Floricel, 2000). Garvin (2009) has emphasised the incentive of stakeholders for project goals in the direction of achieving good governance. Levitt., Witold and Daniel (2009) have discussed the proprietorship and assurance of the project’s sponsor, regarding the project executor in long-term infrastructure development projects.

It is therefore important whenever a project of magnitude is initiated there should be sufficient manpower, resources, and strategies to keep the project going according to the plan. The academic-research perspective has also suited that management is an imperative apprehension of guarantors for mega investments, and successively, it distresses the project outcomes (Sharma, 2012). Project management is well-thought-out as a critical success factor in project execution (Garland, 2009). Advanced, this squabble was also reinforced by Pinto (2014), who stated that management of projects delivers the structure to perform the projects, thus consequential in an upsurge in the likelihood of project success. Furthermore, (Levitt., Witold and Daniel, 2009) identified two different types of challenges in infrastructure project management, which seem during the project commencement, execution, and active phases. The first is “opportunism in the presence of displaced agency i.e., conflicts between the incentives of the parties leading the decision-making in each of the successive and interdependent phases of design, construction, and operations that lead to sub-optimal investment and may lead them to pursuing their self-interest with guile. The second is a political and regulatory risk i.e., ex-post political interventions in operational decisions. According to Zhai et al. (2009), key topographies of mega infrastructure projects include lengthier life cycles, ambiguity, difficulties, and many stakeholders, as well as their effect on the economy, community, high-tech development, and the environment.

Jonny and Klakegg (2009) has contended that the manifestation of administrative stakeholders may create further political suspicions for the project. The project management precondition is to discover how ‘resources and risks’ are to be dispensed among stakeholders to describe the control procedures for realising the targeted objectives, which are defined by legal and supervisory devices, with the aim of safeguarding better application of public funds

(Klakegg., Terry and Ole, 2007). One of the key factors on infrastructure projects identified by Ogunlana, 2010.

China's socio-economic and ecological conflicts in public substructure and construction (PIC) projects are controlled through public involvement (Xie., Yu., Yi and Albert, 2014). The involvement is a procedure through which stakeholders persuade and share control over priority-setting, policymaking, resource distribution, and admittance to public goods and services (World Bank, 2017).

The conceptualization of project management has been driven from a "project management" point of view, and the mainstream project management authors, who originate through the project management background, are endeavoring to construct a project management framework through a bottom-up approach (Bekker, 2015).

The Regional Development Coordinating Committee (RDCC) tries to embrace the principles of sustainable integrated planning in a system that is based on sector planning, without the necessary legal amendments and many others. The author has however observed that although the RDCC platform helps decision makers to be more reliable and logical in their decisions at times stakeholders experienced delays in approval of submission, formulation of the meeting agenda, slow procurement processes and a delay in the approval of the successful bidder.

#### **1.4. THE RESEARCH PROBLEM**

The problem statement can be stated as:

*The lack of an effective stakeholder management strategy used on construction projects results in end user dissatisfaction.*

## **1.5. RESEARCH QUESTION**

The study attempted to provide answer to the following question:

*What are the challenges currently hindering effective stakeholder management of construction projects and how can these challenges be addressed?*

## **1.6. RESEARCH OBJECTIVES**

The following are the objectives of the study:

- To determine how stakeholders are identified on construction projects.
- To identify the impact of the current stakeholder identification process on the projects.
- To identify the challenges experienced with the current stakeholder management strategy.
- To identify factors that can be introduced to improve the current stakeholder management strategy.

## **1.7. RESEARCH AIM**

The research aim can be stated as:

*To identify how stakeholder management can be improved on construction projects to ensure that end user satisfaction.*

## **1.8. RESEARCH PROPOSITION**

The research proposition can be stated as:

*Effective stakeholder management on construction project will ensure end user satisfaction.*

## **1.9. SIGNIFICANT OF THE STUDY**

The significance of the project is that end user satisfaction can be improved on construction projects if effective stakeholder management is implemented. This research can contribute to this goal being achieved.

## **1.10. LIMITATION OF THE STUDY**

The study is limited to the Kunene region which is one of 14 regions in Namibia. The participants chosen are from the Kunene Regional Council in Kunene region and representative of the sample may thus not be representative of the entire Regional Council stakeholders.

## **1.11. STRUCTURE OF THE REPORT**

**Chapter 1:** Presents an introduction and background to the research undertaken as well as the problem statement, the research question, the research objectives, the research aim, the limitation, the research proposition and the significance of the study **Chapter 2:** Provides the literature review, which analysed work which was done previously related to the role of the stakeholders' management strategies in the construction projects.

**Chapter 3:** Discusses the methodology used to address the research requirements and notes the limitation and ethics deliberation.

**Chapter 4:** Presents the data collected and discussed the results.

**Chapter 5:** Summarizes the research report and makes recommendations.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1. INTRODUCTION**

This chapter provides an overview of the literature and commences with a high-level overview of the role of stakeholder management in construction projects. Stakeholder management is one of the key knowledge areas in project management and is a key determinant of project success. The bulk of the chapter focuses on a discussion of the literature on stakeholder theory, including the role of stakeholder management in built environment projects.

### **2.2. DEFINING THE CONSTRUCTION PROJECT**

An individual or collaborative enterprise that is carefully planned to achieve a particular aim (Jiang., Klein and Fernandez, 2018). A project is a short-term work embarked on to create a product or a service or a result which is distinctive (Principles of Project Management, 2014). Projects finishes when their purposes have been attained, or the project has been dismissed.

Nicholas and Steyn (2017) defined project as an exceptional, it needs you to do something diverse than what was done before. It is an activity completed once and not to be repeated the same way.

### **2.3. BENEFITS OF STAKEHOLDER MANAGEMENT ON CONSTRUCTION PROJECTS**

Here under, are the different types of benefits of stakeholder management: The milieu in which people are able to work successfully and efficiently in a collectively way; Common benefits for the whole team in the project; Positioning the client and contracting bodies well; Managing criticism and response system well; Uniformity in methods and measures; Less flaws in distribution and upcoming methods; Enhanced changeover in various stages of the project; Improved plans of decision-making as a result of exposure and huge notions; Chance of learning from individual and errors of other people; A superior worth in the distribution of

project; Fewer generation of ill- use; Secure working status; Timely project distribution; To have a great image in the public and local community (Singh, 2015).

For the stakeholders' identification is a challenging bureaucratic process that is characterised by exaggerated cost, extreme complexity, increased risk, lofty ideas and high visibility, in an amalgamation that signifies a significant challenge to the stakeholders, a significant influence on the community and pushes the limits of construction experience (Yang., Jayasuriya., Gunarathna., Arashpour., Xue and Zhang, 2018).

At a time, these stakeholders get involved in the multi-million-dollar project which demand many years to develop and build, involve multiple public and private stakeholders, and impact millions of people (Flyvbjerg, 2014). Again, these national projects tend to derail the objectives they were established for in the sense that, intricacy and the exceptional scale of these projects make them difficult to manage. As such, many studies in the construction management field have undertaken around the complex nature of mega project management in China (He., Luo., Hu and Chan, 2015; He., Xu., Wang and Chan, 2021; Yang et al. 2018).

According to Sunder (2016) direct stakeholders are those directly associated or involved in the project. In real, these include the client, project sponsor, project manager, members of the project team, technical and financial services providers, internal or external consultants, material and equipment suppliers, site personnel, contractors and subcontractors as well as end users (Tong., Jiang and Hong, 2021). On the other hand, Tong et al. (2021) state that indirect stakeholders are those indirectly associated with the project, such as; support staff

not directly involved in the project, national and local government, public utilities, licensing and inspecting organizations, technical institutions, professional bodies, and personal interest groups such as stockholders, labour unions and pressure groups.

Olawumi and Chan (2018) state that positive stakeholders are those who are likely to have a favorable impact on a project. However, it should be noted that these people or organizations tend to also be direct stakeholders, and stand to gain from the project's success. Instances would be the organisations involved in the work itself that stand to benefit financially. Again, the work of stakeholders' management is to enable communication and partnership being perilous to stakeholder interests and concerns being addressed (Xia., Zou., Griffin., Wang and Zhong, 2018).

Nevertheless, there are often continuing qualms regarding what stakeholder management 'strategies, methods and tactics' to engage to ensure project success (Collinge, 2016). Over the years, construction Stakeholders' Management recorded poorly performance in comparison to other industries like manufacturing (Olawumi and Chan, 2018). As a result, it has become domineering to advance tools that will help enumerate and increase stakeholder gratification, which is the ultimate outcome of the SM process (Xia et al, 2018).

De Oliveira and Rabechini (2019) designated that negative stakeholders are those who are likely to have a detrimental impact on a project. As a matter of fact, they tend to be people or organizations not directly involved in a project, but who are still affected by it in some way. Consequently, an example would be local residents with concerns about loss of public areas to a new project (Xia et al, 2018). In addition, for

stakeholders Management (SM) it is a well-known fact, that the success of any project of magnitude depends entirely strategic objectives that SM are putting in place. Stakeholders can further be differentiated by those with legitimacy and power, and those without it, as this will influence the degree to which they can affect the project, whether positively or negatively (Stanitsas., Kirytopoulos and Leopoulos, 2021).

According to San., Carral., Diaz., Fraguela and Iglesias (2018) legitimacy is the perceived validity of a stakeholder's claim to reputation on the project and power is the stakeholders' ability to influence the project and the parties intricate in some way, whether financially, legally or by some other form of pressure.

San et al. (2018) emphasized that in order to run a successful project it is important to address the needs of the project's stakeholders, effectively predicting how the project will affect them and how they can affect the project. Ineffective stakeholder management can result in dissatisfaction with the final product and negative impacts on the projects budget and schedule (De Oliveira and Rabechini, 2019).

It is essential that during the development stages of a project, a stakeholder management strategy should be developed. Nevertheless, an organization should consider the following factors when developing a stakeholder management plan: who are the stakeholders, what are their stakes, what opportunities do they present, what challenges or threats do they present, what responsibilities are there towards stakeholders, and what strategies or actions should be used to engage stakeholders (Ahmadabadi and Heravi, 2019).

It is worth noting that this process will allow the projects stakeholders to be effectively mapped (Nguyen *et. al*, 2019). In addition, the next step is to assess their key characteristics and present this information in a way that helps the project team implement effective stakeholder management initiatives. While it may not be possible to please all stakeholders on all project, effective stakeholder management should aim to content as many as possible, which will often encompass strategic prioritization of different stakeholders needs (De Oliveira and Rabechini, 2019).

Nguyen et al. (2019) indicates that, there are also common procedure which the stakeholder matrix or stakeholder map, which allows the priority level of the stakeholder to be evaluated using the power and acceptability criteria previously described. The result of these processes is a 4-tier hierarchy of stakeholder importance levels, which will dictate how stakeholders are managed. The following illustrate the point (Stanitsas, 2021):

**Inform** This category contains those stakeholders who require minimal effort. Stakeholders with lower power but higher legitimacy need to be kept informed of decisions taken that may affect them directly.

**Consult** These are stakeholders who require more than just being informed about the project. Since the secondary stakeholders with higher power but lower legitimacy need to be kept onboard they should be consulted in order to seek their opinions and input for key decisions that directly or indirectly affect them. As such it is unlikely that the strategy will be altered as a result of such consultation, but tactics may be adjusted to maintain higher levels of commitment.

**Involve** Stakeholders with high power levels, even those with low legitimacy, need to be involved in all activities in the project according to their interest since they have the

power to make decisions that impact on the project. This is done because the management should work directly with these stakeholders to guarantee that their concerns are consistently understood, considered, and reflected in the projects development.

**Partner/collaborate** Primary stakeholders have high enough levels of legitimacy and power to affect project success and as such, they should be treated as partners to increase their engagement and commitment. Moreover, this can be achieved by revising and tailoring project strategies, objectives, and outcomes if necessary to win their support.

#### **2.4. STAKEHOLDER MANAGEMENT IN CONSTRUCTION**

Yang *et al.* (2010) stated that there are four loop holes with regards to vital factors of success in stakeholder management and that these are: the process of managing stakeholder, managing stakeholder approaches and relationship of managing stakeholder - founded on an experimental research, the operative stakeholder management outline is put forward, and a Social Network Analysis technique request, as a mechanism to define the impact of stakeholders to make verdict, is shown and authenticated via a case study (Yang *et al.*, 2010). Belligerently, there is a process which involve, six steps: initial planning, identification, analysis, communication, action, and follow-up (Karlsen, 2002). In the meantime, the experiential research was carried out solely in Hong Kong and Australia, additional researches need to be done in different regions to authenticate and make comparison with this paper's finding (Yang *et al.*, 2010).

There are many qualities to be researched. Stakeholder management is more on handling various risks (Singh, 2015). It is a valuable try which can produce numerous

concrete and immaterial benefits to people and institutions (Singh, 2015). The author further stressed that dissimilarity disappointment for stakeholder's management may negatively influence people and organizations. Therefore, it is useful to proactively rehearse the management of stakeholders (Singh, 2015). Organizations must be able to categorize their stakeholders and care for and sustain their relationships (Singh, 2015). The goal is to improve by making the most of the benefits whereas lessening the managing of Stakeholder in Construction Industry (Singh, 2015). The utmost mutual methods that are used to deal with stakeholders continues to be the stakeholder monitoring, engage stakeholders and give priority to stakeholder which have slighter consideration provided to the stakeholder identification (Aghimien et al., 2019). This disregard of identifying of stakeholders may unfavorably influence the appropriate stakeholders' management in the South African Construction Industry as there is the point of sufficiently categorize stakeholders at the project start (Aghimien et al., 2019). Thus, for enhanced Stakeholder Management to be achieved in the South African Construction Industry, specific actions must be taken into consideration (Aghimien et al., 2019). For instance: discovering the requirements of stakeholders and the projects hindrances, having knowledge on the area of stakeholder interest, determine missions of the project, articulating proper project distribution strategies, and evaluating the conduct and qualities of stakeholders (Aghimien et al., 2019). An organization should consider the following factors when developing a stakeholder management plan: who are the stakeholders, what are their stakes, what opportunities do they present, what challenges or threats do they present, what responsibilities are there towards stakeholders, and what strategies or actions should be used to engage stakeholders (Yap., Chow and Shavarebi, 2019).

## **2.5. IDENTIFYING KEY STAKEHOLDERS AT PROJECT INITIATION**

It is essential to identify key stakeholders at the start of the project and create the stakeholders register that will be updated throughout the life of the project. This register will contain information about stakeholders help in prioritizing them, prioritization is important because it is useless to devote the same time and effort to all stakeholders. Despite the fact that considering the interests of stakeholders, a first decision that has to be made is to define who should be recognized as stakeholders (IOS, 2012). International Organisation for Standardisation (2012) further emphasise that within the context of project management, this definition has evolved over the past decades.

Karlsen (2002) stated that throughout the project a few number of stakeholders will be the maker of great doubts. Karlsen (2002) continue saying that functioning proactively in order to lessen or decrease the possibility of doubts and difficulties triggered by stakeholders, it is exciting to contemplate the stakeholders that normally source of the lots of projects doubts and difficulties.

## **2.6. THE MANAGEMENT OF STAKEHOLDERS IN A PROJECT.**

Jergeas et al. (2000) suggest that stakeholder management has to be adequately addressed in the project. Pinto and Slevin (1988) emphasize that critical success factors across the project's life cycle play a vital role because there is an interaction with the project's clients throughout the duration of the project. Karlsen (2002) also argued that project managers should be more externally oriented and more attention should be given to the stakeholders.

Karlsen (2002) inform us that stakeholder management is often characterized by spontaneity and causal actions, which in some situations are not coordinated and discussed within the project team. Thus, the result of this practice is often an unpredictable outcome. In order to meet this challenge, several stakeholder management methods and guidelines have been introduced (Karlsen, 2002). The author further explains that these guidelines include the execution of the management functions of planning, organizing, motivating, directing, and controlling the resources used to cope with stakeholders' strategies.

Karlsen (2002) warns that if stakeholder management is not adequately addressed in the project, this can lead to unexpected problems and uncertainty in a project as a result of stakeholders. A clear and comprehensive definition of project success and failure may not be determined, and consequently the project manager may strive to meet goals that were never intended by the stakeholders (Karlsen, 2002). If not additional problems and uncertainty caused by stakeholders that contribute to project failure include poor communication, inadequate resources assigned to the project, changes in the scope of work, unfavorable news about the project in the press, and negative community reactions to the project (Karlsen, 2002).

Antônio (2015) use Project Management Institute (PMI) evidence stakeholder management in projects that all the processes are required in identifying the people, groups or organizations that may have an impact on or be impacted by the project, analyzing their expectations and their impact on the design, and developing appropriate management strategies for their engagement. However, in order for this to occur the stakeholder management in a project must also involve an understanding

of the behavior of the stakeholders during the life cycle of the project, with the aim of performing actions that meet their expectations.

Aaltonen (2011) argued that the management of stakeholders in a project involves a process of interpretation, which can generate different understandings of the environment surrounding the managerial actions that are subsequently taken. Therefore, the inadequate management of these stakeholders can easily lead to misunderstandings and conflicts between them, affecting the success of the project. It is for this reason that stakeholder management for a project be conducted through the set of processes such as (PMI, 2013): stakeholder identification, plan stakeholder management, manages stakeholder engagement and control stakeholder engagement.

Ulrich and Reynolds (2010) identify another category of stakeholder, namely the pretentious stakeholders and refers to them as witnesses. Due to their position and interests, witnesses are not in the project manager's authority but they are influenced by the project. They deliver a channel among the project and its outer surroundings (Worsley, 2017).

## **2.7. PROJECT TEAM CONCERNS AND THE PERCEIVED NEED TO MOTIVATE STAKEHOLDERS**

Antônio (2015) found that the project team was concerned from the beginning to understand the interests of the main stakeholders and to learn how these stakeholders could contribute to the success of the project. The author further opined that the project team had an interest in exploiting the features and specific capabilities of the

main stakeholders, because the project was large and complex and could require different kinds of contributions. This move towards after identifying and understanding the stakeholders for a project, it is critical to establish strategies aimed at engaging with them, to seize their interest and to take power in this respect.

As noted above, it was found that the project team was concerned from the beginning to understand the interests of the main stakeholders and to learn how these stakeholders could contribute to the success of the project (Antônio, 2015). Available evidence suggests that the project team had an interest in exploiting the features and specific capabilities of the main stakeholders, because the project was large and complex and could require different kinds of contributions (Antônio, 2015).

Antônio (2015) recognizes that another important element that was identified regarding stakeholder management in this type of project was the types of actions of involvement and collaboration that were established; these coincided with the strategies cited from the literature on project management. As a result, many of these actions were not formally structured, but were conducted by members of the project team because they perceived the need to motivate stakeholders to keep their engagement or support in specific situations during the life cycle of the project (Antônio, 2015). It was crucial for the team to maintain a constant monitoring of stakeholder engagement and a proactive approach towards changing strategies when necessary.

## **2.8. ENGAGEMENT REQUIRES CONSULTATION**

Durham et al. (2014) reminds us that establishing best-practice approaches to engagement may require consultation with others who have been involved in similar

processes. Thus, identifying and clarifying desired outcomes is an important part of the planning process and helps to ensure that the focus on achieving aims as the project progresses is maintained. In the early stages of a project, it is beneficial to consider the reasons for conducting engagement activities and the desired outcomes, aims and outputs. Moreover, Durham et al. (2014) noted that this information can also be of use in the final 'review' phase of the project when it will be necessary to assess whether the desired outcomes have been achieved. Durham et al. (2014) further says that the success criteria of the project can be defined from the original objectives defined during initial scoping activities.

Jeffery (2009) mentions that the processes flow of stakeholder engagement includes: plan, understand, internal preparation and alignment, build trust, consult, respond and implement, monitor, evaluate and document. As such, the development of meaningful relations should add value to the organization's operations by: reducing constraints on business and increasing the license to operate; allowing it to plan for the future, minimizing risks and enhancing opportunities by better understanding the fast-changing PESTE (Political, Economic, Social, Technological, Environment) context; and, enabling it to better understand critics and potentially refute, convince or address criticisms. The author says that it will enable organizations to reassure stakeholders that they are on top of issues, and in some cases, be essential for solving problems. It is, therefore, justifiable in terms of time, money and effort expended in their development and maintenance (Jeffery, 2009).

## **2.9. COMMUNICATION-AUGMENTING TOOLS AND METHODS OF INFORMATION IN A PROJECT**

MATEC (2018) argued that, these effective management of a project team starts with a schedule meeting. Therefore, it is in this meeting, were the project goals and deliverables and their importance to the organization will be clarified (MATEC, 2018). In addition, kick off meeting helps in building team relationships and commitment to the project. In fact, communication can be viewed as a metaphorical 'pipeline' along which information is transferred from one person to another. MATEC (2018) states that it is the lifeblood of any system of human interaction as without it, no meaningful or coherent activity can take place.

In addition, consensus may be facilitated by a variety of communication-enhancing tools and forms of information. Hence, several of the formal documents regularly discussed in project management may include the following (MATEC, 2018): project charter, communications management plan, project stakeholder register, organizational strategic plan, project management plan, Gantt charts and other project time lines. It could be established that each of these documents, and many other project documents like these, serves an important communication function. It is clear that these documents communicate among the relevant stakeholders' important aspects of the project. Communication may be verbal, non-verbal, written and visual. Besides that, each type has its advantage and disadvantage (MATEC, 2018).

MATEC (2018) demonstrates that it is critical to understand the important aspect and issue for each executive and this can be achieved through individual conversation to solicit feedback from stakeholders and such questions be asked by a project manager.

On the negative note, there is also a lack of weakness of effective planning for all aspects of the project, including managing the expectations of stakeholders and identifying ways of communicating with them, causes major problems in the project, which result into project closure sometimes. It was revealed that due to the absence of an official authority for the project manager and for the purpose of being able to manage the project efficiently and effectively, the project manager should have soft skills in addition to knowledge in the field of project management processes and practices (MATEC, 2018).

Therefore, it can be concluded that working on the project as a team helps to solve many of the difficulties. It's important to keep in mind that some members may arrive from various regions of the country, prompting the development of arrangements for communicating effectively (MATEC, 2018).

Abednego and Ogunlana (2006) have supported for the amalgamation of concepts relating to project management and the project management approach. They have further suggested that:

- Active contribution, which is the right decision at the right time; good e physiognomies of good project management, which are as follows:
- Contract fairmindedness, meaning a rule of law to be enforced impartially;
- Pellucidity, where information must be freely obtainable and implementation of the decisions must be according to the rules and regulations;
- Receptive decisions made must be executed within a postulated time period;

- Project nursing and control in order to attain strategic goals to meet and exceed the gratification of all the stakeholders;
- Egalitarianism between all involved parties, where all parties have the same prospects to improve and maintain their own well-being;
- Usefulness and efficacy through optimum consumption of resources and through maintainable utilization of natural resources; and;
- Answerability must be compulsory through rule of law and pellucidity and should be in the form of public participation and user satisfaction.

## **2.10. SUMMARY OF THE CHAPTER**

This chapter reviewed literature related to the role of stakeholder management strategy on the construction projects. The chapter covered the stakeholders and the role of stakeholder management in the construction projects.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1. INTRODUCTION**

The focus of this chapter is to discuss the methodology used in this research report. This chapter focuses on the research design as well as the methodology used to carry out the study. The research question is revisited to discuss and justify the research method used. The unit of analysis is described, the data analysis method applied discussed and the ethical factors considered are also discussed in this section..

### **3.2. RESEARCH PHILOSOPHY**

A research philosophy is a credence about the method in which data about a phenomenon should be gathered, analysed and used. Two major research viewpoints have been branded in the Western tradition of science, namely positivist (sometimes called scientific) and interpretivist (also known as anti-positivist) (Galliers, 1991). Hence, this study deliberates own worldviews. What this infers is that the participants have the power to hypothesize denotation in agreement with perception they perceive. In other words, “perspectival- the new world exists according to how it is experienced, interpreted and perceived by people; so, there is an external world, but it is viewed/perceived/interpreted differently by different groups/individuals research object/phenomena” (Woldemariam, 2020, p.30). The philosophical assumptions and paradigm that underpinned this study is therefore an interpretative paradigm.

### **3.3. OVERVIEW OF RESEARCH APPROACH**

There are different approaches to research, namely the qualitative research method, the quantitative research method, and a mixed method approach. For this report, a qualitative research method using a case study was used. A qualitative design was used because it is bendable, and a lot of information was gathered during the study.

In addition, the qualitative approach was selected as it is an experiential inquiry that respond to the why or what of the following research question:

*What are the challenges currently hindering effective stakeholder management of construction projects and how can these challenges be addressed?*

There are a number of approaches that can be used when using a qualitative research approach namely; grounded theory, ethnography, phenomenology, field research and case study. In this report the case study approach was adopted.

### **3.4. THE CASE STUDY APPROACH**

Case studies encompass a challenge to pronounce affairs that exist in genuineness, very often in a single organisation. Case studies may be positivist or interpretivist in nature, contingent on the method of the researcher, the data collected, and the analytical practices employed. Realism can be seized in superior aspect by an observer-researcher, with the examination of more variables than is characteristically conceivable in untried and survey research.

This report used a single case study approach and used the Sesfontein Settlement Area Office as the case. The organisation structure and role of the various stakeholders involved are discussed below.

**The officials included all the Regional Development Coordinating Committee Members.** All Ministries/Offices/Agencies in Kunene Region and the mother Ministry (Ministry of Urban and Rural Development), Kunene Regional Council falls under this Ministry. Also, the National Planning Commission.

**The Contractor** on this project–was responsible to execute all project works in accordance with the scope and quality standard issued by the Consultant. The contractor’s design team consisted of the Project Manager (Civil Engineer), the Quantity Surveyor, the Safety Officer, the General Foreman (Building & construction & Bricklayer & Plastering), Director (Civil Engineer).

**The Consultants** were responsible to ensure that the work was carried out within the scope and quality (For scope and quality assurance). The team consisted of the Director, the Project Manager, the Registered Architect, two IT Architects, the Personal Assistant and the Office Administrator.

**The Kunene Regional Council** consist of the Chief Development Planners, two Development Planners, the Deputy Director for Planning Division, the Director for Planning and Development Services and Chief Regional Officer, the Statistician and two Work inspectors and their duties include budget, time and communication control of the project.

### **3.5. UNIT OF ANALYSIS**

Rowley (2002) stated that the unit of analysis is not unavoidably the unit of data assortment. It is here that the researcher must regulate a fitting method to concoct data which will consent for an arithmetical analysis and hence the variety of the unit of analysis is essential. Sample comprises making pronouncements about which people, settings, events, or behaviours to embrace in the study, and researchers need to agree how many individuals, groups or objects (such as organisations) observed (Maree, 2014).

The stakeholders involved in the planning and construction of the Sesfontein Settlement Area Office is the unit of analysis in this research project.

SESFONTEIN SETTLEMENT AREA  
OFFICE PROJECT STRUCTURE

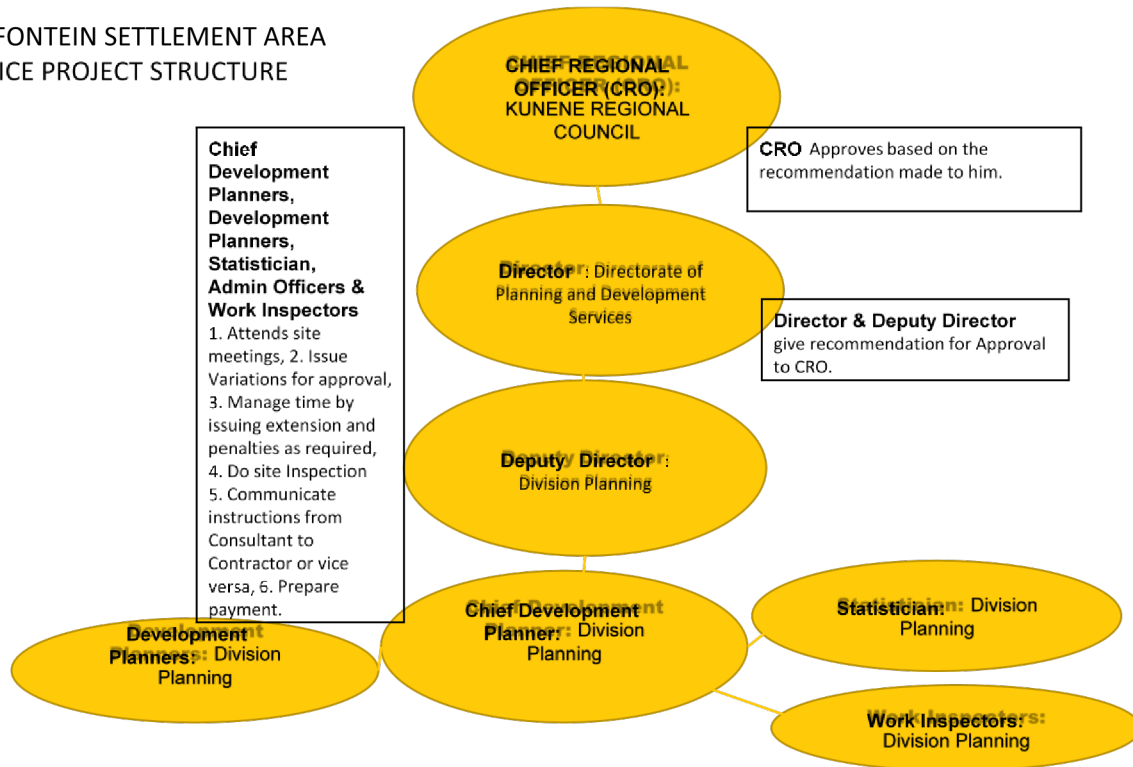


Figure1 Structure of Kunene Regional Council Construction of Sesfontein Settlement Area Office

### 3.6. DATA COLLECTION STRATEGY

Data collection consists of both primary and secondary data. One is the secondary data collection techniques consist of literature review carried out and secondary data collection techniques consist of interviews, observations, previewing documents etc.

The collection of the primary data consisted of using semi-structured interview to assembling evidence from participants. Creswell (2012) pronounced research tools as a range of methodologies applied in informative research to gather information/data, which are hand-me down as a base for occurrence and

understanding for account and extrapolation. Kothari (2017) defines a qualitative research interview as an interview, whose purpose is to gather descriptions of the life-world of the claimant with respect to construal of the import of the termed marvels. Purposive sampling technique was used to first-rate participants who functioned on the project (Statistician, 2 Senior Administrative officers, Chief Development Planner and Development Planner). It is a process of selecting a sample from a given population that obliges a specific purpose (Tharsika and Pratheepkanth, 2020).

Tracy (2013) explained semi-structured interviews as a method rummage-sale in qualitative research to ruck pertinent information the researcher is looking for. This study used semi-structured interviews with open-ended queries, so that the applicants might segment their involvements. Semi-structured interview, claimants get a prospect to elevate their own assessments concerning subjects that is vivid. Creswell (2012) also particularises that face-to-face interview countenance for more in-depth data collection and all-inclusive understanding. Body language and makeover words are more undoubtedly recognised and unstated. The interviewer can inquire for details of responses with follow-up queries to get the bottomless lucidities from the participants. It similarly aids the participants to transport and reveal information watched as pertinent to the topic. This allows the interviewer to ask follow-up questions to generate even more data and to sumptuous points of curiosity. The interview with each participant lasted approximately 45 minutes.

Interviews are primarily done in qualitative study and occur when researcher ask one or more participants general, open-ended questions and record their answers. Often

audiotapes are utilized to allow for more consistent transcription (Creswell, 2012). The researcher often transliterates and type the data into a computer file, to examine it after interviewing. Interviews are chiefly beneficial for discovering the story behindhand a participant's involvements and chasing in-depth information around a topic. Interviews may be useful to continuation with individual participants after surveys, for example, to further investigate their responses (Al-Ababneh, 2020). In qualitative research specifically, interviews are used to pursue the meanings of central themes in the world of its subjects. The main task in interviewing is to understand the meaning of what the interviewees express (Saunders et al., 2009). Open- ended questions was used during this research for interviews and survey to obtain impartial answers.

### **3.7. DATA ANALYSIS TECHNIQUE AND THEMES IDENTIFIED**

The researcher composed and analysed the data to see how it is connected to the research questions/objectives. The purpose of analysing qualitative data is to scrutinize the evocative and representative contented of that which is found within. The investigator converted familiarity with the gained information by reading the data. The data was sorted by using a coding system that arranged concepts into themes and patterns. The data were interpreted to give denotation to the verdicts to answers research queries.

A theme is defined as a tendency which is established in the information that outlines and arranges potential remarks or, at an extreme, takes facets of the miracle (Boyatzis, 1998). It lets the researcher find something substantial in the information composed, familiar to the topic being researched on, and embodies "selected level of

spotted reaction or connotation” in the gathered information (Braun and Clarke, 2006). Data presented comprise the explanation of the collected data into some form of explanation, thoughtful or explication of the people and circumstances under study. This involves strengthening and exhibiting the data from the in-depth interview into discoveries, which deliver useful information, signifying conclusions, and supporting decision-making (Anon, 2009).

The data are existing in themes that were coded and verbalized from participants' responses by the researcher, with transliterated citations of the participants being comprised to sustenance of the discoveries. Apart from themes developed, the researcher correspondingly provided empirical evidence likened and juxtaposed with the Literature Reviewed (LR).

### **3.8. ETHICAL CONSIDERATION**

The participation in this research interview was voluntary and consent was provided by the participants. They did not relinquish any legal entitlements, rights or tonics because of their contribution in this study. No personal and sensitive details of the participants were collected. Participants were referred to as participants 1, 2 etc. and their identities were kept confidential. Participants were fully informed about the nature of the research. The researcher ensured that research participants were protected from any inconvenience, psychological stress, and stigmatization resulting from the study procedures. Also, there were no direct benefits of participating in this study including no payment for participating. Data generated from the questionnaires were synthesised and used to answer the study questions set for this research report.

The interview research etiquette was provided to the University of Cape Town Ethics Committee for review and endorsement, with interviews which commenced after approval was granted. The interview instrument was studied and accepted by the Ethics Committee at the University of Cape Town. All data and information collected during this study were reserved strictly confidential, with the researcher upholding sole access to the data. All questionnaires were stored in a password threatened file and predisposed after use.

### **3.9. SUMMARY OF THE CHAPTER**

This chapter presented the research philosophy and the research design. The methods of data scrutiny and ethical matters were outlined. The unit of analysis, the data collection procedure and that data analysis procedure are all discussed. The chapter also presented the ethical issues that were engaged during the study.

## CHAPTER 4: DATA ANALYSIS AND RESEARCH FINDINGS

### 4.1 INTRODUCTION

In this section, the researcher first provides the profiles (demographic information) of the participants. The researcher then presents the data and its analyses before giving an all-inclusive discussion of the themes, which appeared in the research. These themes were documented on and the studied literature was used to illuminate and participate them in a droplet to understand these trials correctly.

### 4.2 DEMOGRAPHIC INFORMATION OF THE PARTICIPANTS

The study focused on an evaluation of the role of stakeholders' management strategy on the construction of Sesfontein settlement area office, Kunene region, Namibia. The names of the participants are not revealed in the study to maintain the anonymity and privacy promised in chapter three. Pseudonyms are used for each participant. The researcher presents the demographic information of the participants to offer the readers a better understanding of the study participants.

**Table 3: A summary of the demographic information of the participants**

<b>Sex</b>	<b>Position</b>	<b>Years of experience</b>
<b>Male</b>	Statistician	<b>6</b>
<b>Male</b>	Senior Administrative Officer	<b>10</b>
<b>Male</b>	Chief Development Planner	<b>6</b>
<b>Female</b>	Senior Administrative Officer	<b>4</b>
<b>Female</b>	<b>Development Planner</b>	<b>2</b>

### **4.3 THEME 1: TO IDENTIFY HOW PROJECT STAKEHOLDERS ARE IDENTIFIED**

The participants identified two approaches used to identify project stakeholders, namely, based on the project needs and based on stakeholder analysis.

#### **4.3.1 Based on the project needs**

All the participants cited that stakeholders are identified and selected based on the needs of the project.

*P2 “Identification of stakeholders depends on the nature of the project to be implemented.” P1 “the identification of their individual characteristics and interests. Also find out what motivates them.” P4 “project have different stages of implementation before it’s finalised, the Settlement Development Committee starts with the identification of stakeholders to work on the project.” P5 “stakeholders are identified through a partnership approach of interest in the project and the objectives of the project.”*

#### **4.3.2 Based on stakeholder analysis**

Two of the participants indicated that in addition a stakeholders’ analysis process is undertaken to identify the stakeholders.

*P3 “the stakeholders are identified through stakeholders’ analysis process looking at all affected and interested parties.” P1 “an assessment of key participants is carried out on how the project affects their problems and needs.”*

## 4.4 THEME 2: IMPACT ON THE PROJECT USING CURRENT STAKEHOLDER IDENTIFICATION METHODS

### 4.4.1 Impact on the operational phase of the project

Four of the participants acknowledged that there are consequences of not identifying all the relevant stakeholders on projects post-handover.

***P4** “if no proper supervision is done on the projects, there will be defects, therefore teamwork is very important.” **P1** “delays may occur concurrently.” **P3** “projects are usual designed to provide strategic solutions to certain recurring problems and livelihood challenges in conjunction with all interested and affected parties.” **P5** “Retention period can leave negative impacts if contractor is no longer in business or do not have capacity to fulfil the task upon project completion.”*

### 4.4.2 Impact of the project on the community’s environment.

Three participants confirmed that the project might have impact on water and air quality, while two of the participants indicated that the project does not have any impact on the environment since it’s done in line with the environment management act no. 7 of 2007.

***P1**, “the project might have an impact on water quality and air quality”. Similarly, **P2** “confirmed without due elaboration”. **P3** “No, all projects are done within the provisions of the environmental management act no. 7 of 2007”. **P4** “No, proper site identification is done with different stakeholders where the project will be constructed; therefore, any negative impact on the environment is limited.” **P5** “Yes, it will give the community an*

*opportunity to actively participate in developmental areas/aspects of the settlements through correct and procedural process of communication.”*

#### **4.4.3 Impact on other organisations**

Three of the participants confirmed that there are impacts on the other organisations from the current project, the remaining of the participants just indicated yes and no without any further elaboration.

*P1 “the impact on other organizations might be in case of delays. But the participant did not pin-point at some of the delays that can be caused by the current project”. Similarly, P5 “the participant further stated that, it allows the organisation to provide / proclaim settlement to village council as a result of increased investments in the community and settlement at large”.*

### **4.5 THEME 3: CHALLENGES EXPERIENCED WITH THE CURRENT STAKEHOLDER MANAGEMENT SYSTEM.**

#### **4.5.1 Lack of attendance at meetings and cooperation**

All the participants indicated that there is a lack of attendance at the RDCC meeting and stakeholders are not cooperating in terms of reporting what is required of them. Stakeholders also do not coordinate activities to put resources together. *P2 “most of the members are absent themselves from attending the meeting”. P4 “Effective participation from assigned stakeholders during meetings is required. No effective reporting on programmes and projects taking place with different stakeholders”. P5 point to stakeholders who do not work together to ensure that one aspect of development in the region is complete. Challenges are not addressed to the relevant*

*authorities on time. Also, stakeholders do not coordinate activities to put together resources.*

#### **4.5.2 Bureaucratic processes and procedures in the RDCC meeting**

This includes delays in the approval of hosting the Regional Development Coordinating Committee meeting, formulation of meeting agendas and legal obligations. One participant indicated that the submissions to the host by the RDCC meetings take longer to be approved. All the participants also mentions that there are delays in formulation of the agenda for the meeting.

*P1 claims that, “there are delays in approval of submission to host the Regional Development Committee (RDCC) meeting and other delays include formulation of the meeting agenda”.*

It was noted by participants that sometimes the delegated staff members cannot take decisions at the RDCC due to bureaucratic processes and also lack of legal back up.

*P1 “Sometimes the delegated staff members cannot take decisions because of the bureaucratic processes and procedures in the RDCC meeting”. P3 “there is lack of legal backing or support”.*

Furthermore, one participant indicated that there is no legal obligation for stakeholders to take part. Offices/Ministries/Agencies receives their own budget for their projects, which make them feel not accountable to Regional Council. RDCC don't have legal amendments, sectors do their own planning, instead RDCC only try to embrace the principles of sustainable integrated planning.

*P3 “Lack of legal provisions to regulate and bind stakeholders to the RDCC concept”. P3 “Budgets are issued to various OMAs thus; they feel they are not accountable to the Regional Council. The RDCC tries to embrace the*

*principles of sustainable integrated planning in a system that is based on sector planning, without the necessary legal amendments”.*

#### **4.5.3 Communication and reporting challenges**

This included both general communication and communication of the scope of work. The participants cited that, there is miscommunication and unclear channel of reporting.

***P3** “there is lack of clear lines of reporting and parallel budget allocation for the various stakeholders”. **P1** indicated that “lack of catering facilities has been one the causes of lack of active participation in the RDCC. Additionally, agenda and invitation letter being received at a late stage”.*

Three participants mention that there is a lack of understanding when comes to the scope of work between stakeholders, which leads to a lack of active participation at RDCC.

***P2** “continuous submission of project identification forms that are not utilized and implemented as per the wish of the section that has initiated **P4** “limited funding is also one of causes of lack of active participation in the RDCC. Transport is one of the causes of lack of active participation in the RDCC. The absence of senior representative assigned at RDCC by different stakeholders hinders the progress”. **P5** “lack of understanding of scope of work between stakeholders is another hindrance as well as repetition of issues causing lack of interest in participating and attending the meeting”.*

Most of the participants indicated that, stakeholders receive feedback through the Settlement Development Committee meeting every quarter. They also receive feedback through stakeholders’ engagement. They receive feedback through a

stakeholder report. Feedback is received even through the stakeholder meeting this is the Settlement Development Committee (SDC) meeting every 3 months.

The majority of the participants noted that Work Inspectors supervised the contractor and report to the deputy directors and then deputy director report to RDCC. Again, they pointed out that the Directorate of Planning and Development Services is supposed to supervise the contractors as well as to produce a report on the progress.

***P1** “the work inspectors supposed to report to the deputy directors and then deputy director report to RDCC”. **P2** “the Directorate of Planning and Development Services is supposed to supervise the contractors as well as to produce a report on the progress”. **P4**, “Kunene Regional Council- Directorate of Planning and Development Services staff members (Development Planners and the Work Inspectors) are all responsible for oversight inspection”.*

All the participants indicated that information is received through written and verbal communication such as letters, meetings, telephonic calls and social media platforms.

***P1** “the information is received via letters, telephonic calls and Social media platform such as WhatsApp and Facebook”. **P2** “the information is received through written and by verbal communication”. **P3** “for every report stakeholder can give input in writing through the various stakeholders meeting”. **P4** “Committee meetings (Constituency Development Committee meetings (CDC) and Settlement Development Committee meeting (SDC). One on one consultation of Regional Council staff members with the stakeholder.”*

More than half of the participants indicated that as part of the contractor’s duties progress report is needed from the contractor to update the implementer.

*P2, “after each site and technical meetings”. P4, “if needs arise, site meetings are done on a monthly basis”. P5, “implementers supposed to receive feedback on a monthly basis”.*

#### **4.5.4 Transport, venue location and lack of funding for the stakeholders**

Another challenge identified by participants points to the lack of transport to carry out duties such as delivering invitations to stakeholders. The venue to host the RDCC meeting in one constituency is also a challenge. **P1** “there’s a lack of transport to delivers invitations to stakeholders. The RDCC meeting being hosted in the regional capital only instead of hosting it as well in other constituencies.”

The majority of the participants identified that there are limited funds for the travel and subsistence allowance. They highlighted this as follows:

*P2 “limited budgetary allocation for fuel and Travel and Subsistence Allowances”. P4 “limited funds from central government for projects identified by RDCC”, P5 listed some of the delays such as, “financial resources, coordination capacity, stakeholder activeness/ willingness to participate in areas outside their work scope”.*

All participants mention that the contractors are given necessary support by the implementer in order to cope with the challenges.

*P1 “they are offered a retention amount that can be paid after payment”. P2 “compulsory site meetings and technical meetings are reinforced. To be fair enough, the granting of extension on the delays is not caused by the contractor”. P3, “we serve them with the necessary advice; guidance and technical advice required to successful complete the project”. P4 “the*

*identification of where to put the construction site; help with the identification of skilled and unskilled labour forces (workers); Assist the contractor with identification of water provision, building materials e.g., sand and so on". P5 "There is on-going active monitoring of project progress through advisory services from in house experts and through administrative support where necessary".*

#### **4.6 THEME 4: FACTORS THAT CAN IMPROVE THE CURRENT STAKEHOLDER MANAGEMENT STRATEGY SYSTEM**

##### **4.6.1 The establishment and benefit of the Sesfontein Settlement Office**

All participants indicated that the establishment of the Sesfontein Settlement Area Office was important infrastructure.

*P3 "A settlement operates as a local authority duly authorized to render services as provided for under the local authorities' act." P3 "hence the need to be housed under one building (office)". P4 "overall importance of the Sesfontein Settlement Office is to bring government services closer to people". P5, "the office will provide future projects identification meeting and information opportunities through gathering hall/ community hall. The participants indicated that Sesfontein Settlement Office will be important to aid in the collection of revenue and improve services to be delivered. The office will enable the provision of land for leasing (ervens). Conducting stakeholder meetings for information sharing on issues of community interests. In addition, the office will enable the coordination of development projects at time it will serves as a mouthpiece of the inhabitants. P1, "the services are closer to the inhabitants." P2, "provision of clean and portable water will be ensured, provision of the sewerage system, provision of*

*decentralised build together programme is some of the benefits". P3, "the office will ensure there is provision of all municipal services as well as to pay their bills in order to keep the settlement a function urban centre with all the necessary amenities." P4 "the provision of affordable houses will benefit the residents. Acquisition of land for residential and business erven will be ensured. Residents can easily pay their municipal services instead of going to do the payment at the banks or Post office. Gathering of Community meetings where the inhabitants give their ideas, challenges and inputs which can be converted into developmental ideas will be able to be submitted at the office." P5, "community meeting point/gathering point will be made available it includes also the information centre. The launching of complaints centre will be directed to the relevant office within the settlement."*

#### **4.6.2 Develop a coordination policy to clearly outline different roles and responsibilities**

All participants stated that, decentralization of the operational budget could improve the current stakeholder management. They also indicated that a coordination policy is needed to clearly outline the different roles and responsibilities. This could lead to a change to the current structures and allow the chairperson to be the CRO and the deputy chair to be director for planning.

***P4** commented that, "decentralization of the operational budget to Regional Council is supposed to be prioritised as well as decentralize programmes findings".*

*P1 stated that, “the current structure needs to change for the chairperson to be the Chief Regional Officer (CRO), the Vice chairperson to be the director for planning. The deputy director for administration should also be part of the RDCC in order to report the reports of all the constituencies’ offices and settlement offices.”*

#### **4.6.3 The alignment of the stakeholder framework is required**

Two of the participants stated that the current stakeholder framework needs to be aligned to accommodate local stakeholders.

*P2 “review is needed to align the stakeholder framework, because most of the agencies or sectors are not based in the region and thus the structure is not fully represented and problem solving is compromised”. P3 is of the opinion that “subscription to modern project management standards e.g., Prince 2 or scrum is of uttermost importance”. P5 “there is a need to create a coordination policy, to link professionals in-house with other regional stakeholders through projects, to provide sufficient financial support to all members of RDCC”.*

### **4.7 DISCUSSION OF THE FINDINGS**

#### **4.7.1 Identification of the project stakeholders**

The stakeholders’ identification of a project is a rigorous process which needs the input from various role players, partnership approach, stakeholders’ analysis process, and the nature of the project to be implemented, Settlement Development Committee and so on in order to determine or identify the needed stakeholders. These stakeholders tend to be direct stakeholders, and viewpoint to advance from the project’s accomplishment. Their efforts can determine whether the project is succeeding or

failing. Moreover, additional or lingering effects for anyone after the project completion date still need to be assessed to determine whether all stakeholders are satisfied to their expectation of the project outcome.

The views of the participants echoed those of the literature review in Nguyen *et al.*, 2019. With that, it is essential that during the development stages of a project, a stakeholder management strategy should be developed by Kunene Regional Council. Nevertheless, an organization should consider the following factors when developing a stakeholder management plan: who are the stakeholders, what are their stakes, what opportunities do they present, what challenges or threats do they present, what responsibilities are there towards stakeholders, and what strategies or actions should be used to engage stakeholders (Nguyen *et al.*, 2019). There are indeed delays which the project has impact on other organizations.

Literature reviewed provided the insightful views on stakeholders' way of identification of a project. By considering the interests of stakeholders, a first decision that has to be made is to define who should be recognized as stakeholders (IOS, 2012). IOS (2012) further emphasize that within the context of project management, this definition has evolved over the past decades. Again, Karlsen (2002) claims that throughout the project a few number of stakeholders will be the maker of great doubts. Furthermore, functioning proactively in order to lessen or decrease the possibility of doubts and difficulties triggered by stakeholders, it is exciting to contemplate the stakeholders that normally source of the lots of projects doubts and difficulties (Karlsen, 2002).

Jeffery (2009) mentioned that the processes flow of stakeholder engagement includes: plan, understand, internal preparation and alignment, build trust, consult, respond and Implement, monitor, evaluate and document. As such, the development of meaningful relations should add value to the organization's operations by: reducing constraints on business and increasing the license to operate; allowing it to plan for the future, minimizing risks and enhancing opportunities by better understanding the fast-changing PESTE (Political, Economic, Social, Technological, Environment) context; and, enabling it to better understand critics and potentially refute, convince or address criticisms.

Design Buildings Limited (2021), which stated direct stakeholders are those directly, associated or involved in the project. In reality, these include the client, project sponsor, project manager, members of the project team, technical and financial services providers, internal or external consultants, material and equipment suppliers, site personnel, contractors and subcontractors as well as end users. While most of these indirect stakeholders are those indirectly associated with the project, such as; support staff not directly involved in the project, national and local government, public utilities, licensing and inspecting organizations, technical institutions, professional bodies, and personal interest groups such as stockholders, labour unions and pressure groups (Design Buildings Limited, 2021).

This study indicates that the stakeholders' identification is a rigorous process which needs the input from various role players, partnership approach, stakeholders' analysis process and the nature of the project to be implemented, Settlement Development Committee and so on, in order to determine or identify the needed

stakeholders. Once more, it should be noted that these people or organizations tend to also be direct stakeholders, and stand to gain from the project's success.

#### **4.7.2 Impact on the project using current stakeholder identification methods**

There are consequences of not identifying all the relevant stakeholders on projects post-handover. The utmost mutual methods that are used to deal with stakeholders continues to be the stakeholder monitoring, engage stakeholders, and give priority to stakeholder which have slighter consideration provided to the stakeholder identification (Aghimien *et al.*, 2019). This disregard of identifying of stakeholders may unfavorably influence the appropriate stakeholders' management in the South African Construction Industry as there is the point of sufficiently categorize stakeholders at the project start (Aghimien *et al.*, 2019).

#### **4.7.3 Challenges experienced with the current stakeholder management system.**

If one looks at the South African construction industry, you would notice that there are certain standards through which stakeholders are able to tackle challenges arising. The industry ensures that specific actions are taken, for instance discovering the requirements of stakeholders and the projects hindrances, having knowledge on the area of interest when comes to stakeholders, determine missions of the project, articulating proper project distribution strategies, and evaluating the conduct and qualities of stakeholders.

Therefore, this study discusses, that if these challenges are not considered there will be technicality delays and failure on a project. The developing of strategies is the first move towards overcoming the challenges. Additionally, sharing of the challenges

among the stakeholders is the most critical part to do in order to map out new strategies for the project to be completed.

The researcher established that there are sufficient feedbacks through the Settlement Development Committee meeting on a quarterly basis, through stakeholders' report, stakeholders' engagement. The researcher concludes that there is sufficient evidence of information received from the stakeholders through letters, telephonic calls and Social media platform such as WhatsApp and Facebook. Other channel includes Committee meetings (Constituency Development Committee meetings (CDC) and Settlement Development Committee meeting (SDC). Similarly, one on one consultation of Regional Council staff members with the stakeholder.

The researcher settles that responsibility to supervise the contractor and report on work done to RDCC lies with work inspectors who supposed to report to the deputy directors and then deputy director report to RDCC. Again, the Directorate of Planning and Development Services is supposed to supervise the contractors as well as to produce a report on the progress. The findings of the study determine that it is the duties of the contractors to give feedback to the implementers on the progress report. The implementers usually receive progress report from the contractor on a quarterly basis (every 3months) and if needs arise, site meetings are done on a monthly basis.

Similarly, the review of the literature points out that additional problems and uncertainty caused by stakeholders that contribute to project failure include poor communication, inadequate resources assigned to the project, changes in the scope

of work, unfavorable news about the project in the press, and negative community reactions to the project (Karlsen, 2002).

This study identified that, miscommunication, unclear channel of reporting, limited funding, and lack of understanding of scope of work between stakeholders which are also hindrances. Furthermore, repetition of issues causing lack of interest in participating and attending the meeting are some of the causes of lack of active participation in the RDCC.

#### **4.7.4 Factors that can improve the current stakeholder management strategy system.**

When it comes to implementers, they are not just people who can give advices but should be experts with strategic positions. Otherwise, if they lack the necessary skills they may hire or appoint qualified consultants in that specific field in order to have the value for money and to avoid sub-standard work on the project.

In light of the above the study also determined that, decentralization of the operational budget to Regional Council supposed to receive sufficient priority, coordination policy to clearly outlines different roles and responsibilities, change of current structures to allow the chairperson to be the CRO and the deputy chair to be director for planning and many other changes needed to address challenges. All stakeholders are to be advised and the relevant stakeholder is the one to monitor the project. The implementers monitor the project implementation by appointing qualified consultant in that specific field to have the value for money and to avoid substandard work. The funding Offices/Ministries/Agencies (OMA's) monitors the project implementation.

There is a consultant appointed to oversee the timely completion of the project. The Development Planners and the Works Inspectors are sent to the site to inspect the progress of the project. The Senior Administrative Officers, who are staff members at the Sesfontein Settlement Area Office are part and parcel of the inspection process. The Director of planning and development services together with the Planning department staffs do oversight visit to ensure that the on- going progress being monitored”.

Aghimien *et al.* (2019) stressed out specific actions to be taken into consideration in order to manage stakeholders successfully in the South African construction industry. For instance: discovering the requirements of stakeholders and the projects hindrances, having knowledge on the area of interest when comes to stakeholders, determine missions of the project, articulating proper project distribution strategies, and evaluating the conduct and qualities of stakeholders (Aghimien *et al.*, 2019).

#### **4.7 SUMMARY OF THE CHAPTER**

In conclusion, this chapter provided the data analysis from the participants it highlighted who the relevant stakeholders should be. The findings pointed to the challenges the stakeholders faced when following the channel available to guarantee the accomplishment of the project, which is the construction of the Sesfontein Settlement Area Office. The participants pointed to specific administrative challenges such as the bureaucracy, legality budgetary constraints and decentralisation of some functions from the central government and the regional government to a settlement level. The next chapter will discuss the results.

## **CHAPTER 5: CONCLUSION AND RECOMMENDATIONS**

### **5.1 INTRODUCTION**

This chapter discusses the research findings that are detailed on the previous chapter. The research objectives and the research question are revisited. The limitations of the study will be discussed and also the recommendations for future research.

### **5.2 REVISITING THE RESEARCH OBJECTIVES**

#### **5.2.1 Objective 1: To determine how stakeholders are identified on construction projects.**

This study concluded that the stakeholders' identification of a project is a difficult process which needs the input of various role players, partnership approach, stakeholders' analysis process, the nature of the project to be implemented, Settlement Development Committee and so on to identify the needed stakeholders.

#### **5.2.2 Objective 2: Impact on the project using current stakeholder identification methods**

This study revealed that there are consequences of not categorizing all the pertinent stakeholders on projects post-handover. The neglect of identifying stakeholders may unfavorably influence the appropriate stakeholders' management in the South African Construction Industry as there is the point of sufficiently categorize stakeholders at the project start (Aghimien *et al.*, 2019).

#### **5.2.3 Objective 3: Challenges of the current stakeholder management strategy used on construction projects**

The study discusses, that if the challenges are not considered there will be technicality delays and failure on a project. The developing of strategies is the first move towards

overcoming the challenges. Additionally, sharing of the challenges among the stakeholders is the most critical part to do in order to map out new strategies for the project to be concluded.

Similarly, the review of the literature points out that additional glitches and ambiguity instigated by shareholders that subsidize to project miscarriage include poor communiqué, insufficient resources allocated to the project, changes in the scope of work, uncomplimentary bulletin about the project in the press, and undesirable civic responses to the project (Karlsen, 2002).

**5.2.4 Objective 4: To identify measures that can be introduced to advance the stakeholder management strategy applied to development projects.**

The study concluded that, decentralization of the operational budget to Regional Council supposed to receive sufficient priority. There's is also a need of a coordination policy to clearly outline different roles and responsibilities, also the change of current structures to allow the chairperson to be the Chief Regional Officer and the deputy chair to be director for planning and many other changes needed to involve many stakeholders.

This study further determines that, communication through meetings, telephonic interviews, emails and WhatsApp platform are most available platforms to communicate, attending site and technical meetings, instructions given through site register to monitor implementation closely as well as the utilization of the facility, management of the facility and the quality of service provided.

Discovering the requirements of stakeholders and the projects hindrances, having knowledge on the area of interest when comes to stakeholders, determine missions of the project, articulating proper project distribution strategies, and evaluating the conduct and qualities of stakeholders (Aghimien et al., 2019).

### **5.3 THE RESEARCH QUESTION**

The subsequent study question was identified:

*What are the challenges currently hindering effective stakeholder management of development projects and how can these challenges be addressed?*

This study identified that, miscommunication, unclear channel of reporting, limited funding, and lack of understanding of scope of work between stakeholders which are also hindrances. Furthermore, repetition of issues when reporting, is causing lack of interest in participating and attending the meeting are some of the causes of lack of active participation in the RDCC. The report has therefore answered the research question.

### **5.4 THE RESEARCH PROPOSITION**

The following research proposition was identified:

*More involvement in the stakeholder strategy ensured that project objectives are met.*

The proposition has been answered and demonstrated by the outcomes of objectives one to three. By including the relevant stakeholders and developing an effective stakeholder management strategy, the majority of the problems identified can be eliminated.

## **5.5 CONCLUSION**

To conclude, this study indicates that the stakeholders' identification of a project is a rigorous process which needs the input of various role players, a partnership approach, stakeholders' analysis process, and the nature of the project to be implemented. Regional Development Coordinating Committee (RDCC), Settlement Development Committee and Constituency Development Committee are existing platforms where stakeholders for the Construction of the Sesfontein settlement area office project were identified. These people or organizations tend to be also direct stakeholders, and stand to gain from the project's success.

Furthermore, the study indicated that if challenges are not considered, there will be technical delays and failures on a project. Thus, developing strategies is the first move to overcome these challenges. It also identified the challenges faced when an effective stakeholder management strategy is not implemented by discussing a number of interventions to address these challenges.

There are sufficient feedbacks through the Settlement Development Committee meeting on a quarterly basis, through stakeholders' reports, stakeholders' engagement. There is sufficient evidence of information received from the stakeholders through letters, telephonic calls and social media platforms such as WhatsApp and Facebook. Other channels include Committees meetings (Constituency Development Committee meetings (CDC) and Settlement Development Committee meetings (SDC). As well, one-on-one consultations of Regional Council staff members with the stakeholder.

The Work Inspectors are responsible for supervising the contractor and report on work done to the deputy director and then deputy director report to RDCC. In addition, the Directorate of Planning and Development Services is also supposed to supervise the contractors in order to produce a report on the progress made towards the project. The findings revealed that it is the duties of the contractors to give feedback to the implementer on the project progress. The progress report from the contractor to the implementer (Kunene Regional Council) is usually received on a quarterly basis (every 3 months) and if needs arise, site meetings are done monthly.

Miscommunication, unclear channel of reporting, limited funding, and lack of understanding of the scope of work between stakeholders were revealed in this study as hindrances to this project. Furthermore, repetition of issues causing stakeholders to lack interest in participating and attending the meeting, and this is one of the causes of lack of active participation in the RDCC.

The Kunene Regional Council (Implementer) hired and appointed qualified consultants in specific field in order to have the value for money and to avoid substandard work on this project (The construction of the Sesfontein settlement Area office).

## **5.6 RECOMMENDATION**

The study recommends that:

- Decentralization of the operational budget to Regional Council supposed to receive sufficient priority.

- Also, the current structure need to change to allow the chairperson to be the CRO and the deputy chair to be director for planning and many other changes needed to involve more stakeholders.
- The current stakeholder framework needs to be aligned to accommodate local stakeholders.
- All stakeholders are to be advised that the relevant stakeholder is the one to monitor the project, hence, the implementer (Kunene Regional Council) monitored the Construction of the Sesfontein settlement area office project by appointing a qualified consultant in that specific field to have the value for money and to avoid sub-standard work.

## **5.7 FUTURE RECOMMENDATIONS**

Finally, endorsements for upcoming study, grounded on the experience of the researcher in this research area, are as follow:

- Additional studies on this area are needed diagonally, a more experimental of participants in Namibia, South Africa and Africa at large so that a comprehensive understanding of the stakeholder management strategy is attained within the construction projects.
- More research is required to discover and find challenges currently hindering effective stakeholder management of development projects and how these challenges can be addressed. In addition, forthcoming investigation in this arena will help significantly the Regional Council in the groundwork of challenges, risks management and the general venture management.

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## APPENDIX A: COVER LETTER



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12 August 2021

Mr. George Pieter Kamseb  
The Chief Regional Officer  
Kunene Regional Council  
Private Bag 502

Opuwa

Namibia

Dear Sir

**MSc (Project Management Research Report Data collection: Eufemia Ishitile ISHEUP001**

A requirement of the taught Masters Programme in Project Management at the University of Cape Town is the submission of a 60 credit research report. In completing the report the student will be required to collect relevant data, analyse the data and conclude findings in line with the research objectives identified. Eufemia's research report will focus on **An Evaluation of Stakeholder Management Strategy in the Construction of Sestfontein Settlement Area Office: Kunene, Namibia.**

This study has been approved by the University of Cape Town's ethic committee and will be conducted according to accepted and applicable national and international ethical guidelines and principles. The information gathered from the study will remain confidential. Participants are assured of the confidentiality of all information obtained. No names will be used on the questionnaire to maintain anonymity and confidentiality. The researcher and the supervisor are the only people that will have access to the data collected. Data generated from the interview will be synthesised and used to answer the research questions set for this master's project.

If you have any questions or concerns about the research, please feel free to contact

Yours sincerely

**Mark Massyn FCIQB**  
Senior Lecturer  
Department of Construction Economics and Management  
University of Cape Town

"Our Mission is to be an outstanding teaching and research university, educating for life and addressing the challenges facing our society."

## APPENDIX B: CONSENT FORM

### CONSENT TO PARTICIPATE IN RESEARCH

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#### AN EVALUATION OF STAKEHOLDER MANAGEMENT STRATEGY IN THE CONSTRUCTION OF SESFONTEIN SETTLEMENT AREA OFFICE: KUNENE, NAMIBIA.

Dear Colleague

My name is Eufemia Ndateelela Ishitile and I am from the directorate of Planning and Development Services, Kunene Regional Council. I would like to invite you to participate in a research project.

You are being asked to participate in the study of **An Evaluation of Stakeholder Management Strategy in the Construction of Sesfontein Settlement Area Office:**

**Kunene, Namibia.** The approach of the study is an individual in depth interview. The interview will last approximately 45-50 minutes.

Please take some time to read the information presented here, which will explain the details of this project and contact me if you require further explanation or clarification of any aspect of the study. Also, your participation is **entirely voluntary** and you are free to decline to participate. If you say no, this will not affect you negatively in any way whatsoever. You are also free to withdraw from the study at any point, even if you do agree to take part. You are not waiving any legal claims, rights or remedies because of your participation in this research study.

This study has been approved by the **UNIVERSITY OF CAPE TOWN** and will be conducted according to accepted and applicable national and international ethical guidelines and principles. Your participation in the study will not cause you any inconvenience, psychological stress, stigmatization resulting from the study procedures. Also, there will be no direct benefits of participating in this study interview including no payment for participating.

The information gathered from the study will remain confidential. Participants are assured of the confidentiality of all information obtained. No names will be used on the questionnaire to maintain confidentiality. The researcher and the supervisor are the only people that will have access to the data collected. Data generated from the interview will be synthesised and used to answer the research questions set for this master's project.

If you have any questions or concerns about the research, please feel free to contact Eufemia Ndateelela Ishitile at +264816333396 / [isheuf001@myuct.ac.za](mailto:isheuf001@myuct.ac.za) or my Supervisor Mark Massyn at [Mark.Massyn@uct.ac.za](mailto:Mark.Massyn@uct.ac.za)

**RIGHTS OF RESEARCH PARTICIPANTS:** If you have questions regarding your rights as a research subject, contact: Eufemia Ndateelela Ishitile Cell: +264 816333396 You have right to receive a copy of this Information and Consent form.

**If you are willing to participate in this study, please sign the attached**

**Declaration of Consent and** hand it or email it to the researcher.

Yours sincerely

Eufemia Ndateelela Ishitile

Researcher

**DECLARATION BY PARTICIPANT**

By signing below, I ..... agree to take part in a research study entitled by University of Cape Town and conducted by Eufemia Ndateelela Ishitile.

I declare that:

- I have read the above information and it is written in a language with which I am fluent and comfortable.
- I have had a chance to ask questions and all my questions have been adequately answered.
- I understand that taking part in this study is **voluntary** and I have not been pressurized to take part.
- I may choose to leave the study at any time and will not be penalized or prejudiced in any way if I do.
- I may be asked to leave the study before it has finished, if the researcher feels it is in my best interests, or if I do not follow the study plan, as agreed to.
- All issues related to privacy and the confidentiality and use of the information I provide have been explained to my satisfaction.

Signed at (place) ..... on (date)..... 2022.

.....

**Signature of participant**

**SIGNATURE OF RESEARCHER**

I declare that I explained the information given in this document to \_\_\_\_\_ [number of the participant] [He/she] was encouraged and given ample time to ask me any questions. This conversation was conducted in [Afrikaans/\*English/\*Other] and [no translator was used/this conversation was translated into \_\_\_\_\_by \_\_\_\_\_].

\_\_\_\_\_  
**Signature of Researcher**

\_\_\_\_\_  
**Date**

## APPENDIX C: RESEARCH INSTRUMENT



### University of Cape Town

Faculty of Engineering & the Built Environment

Department of Construction Economics and Management JUNE - JULY 2021

### AN EVALUATION OF THE STAKEHOLDER MANAGEMENT STRATEGY IN THE CONSTRUCTION OF THE SESFONTEIN SETTLEMENT AREA OFFICE: KUNENE, NAMIBIA.

#### QUESTIONNAIRE

##### Section1: Questions related to the stakeholders identification of a project

1.1. How are the stakeholders of the project identified?

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1.2. Could there be any additional or lingering effects for anyone after your project completion date?

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1.3. Will the project have any impacts on the community's environment (water quality, air quality)?

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1.4. Does the project have impact other organizations?

**Section 2: Question related to the effectiveness of the RDCC**

2.1. What are the challenges using the RDCC?



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2.2. Mention the delaying factors to these challenges?

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Do you share those challenges with the stakeholders?

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2.1. How do implementers help contractors cope with the project challenges?

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**Section 3: Question related to the improvement of the implementation of the RDCC structure**

3.1. Who does the implementer advise and monitor on project implementation?

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3.2. What can be done to improve the implementation of the current stakeholder framework structure?

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4.2. How do you measure stakeholder satisfaction?

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4.1. Discuss the importance of the Sesfontein Settlement Office

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4.2. What are the benefits derived by the inhabitants from the Sesfontein Settlement Area Office?

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**Section 5: Question related to Information communication**

5.1. Do stakeholder receive the information on the progress of the Sesfontein Settlement Area Office?

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5.2. How is the information received from the stakeholder?

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5.1. Who is responsible to supervise the contractor and report on work done to RDCC?

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5.2. How often does the implementer receive the progress report from the contractor?

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Thank you for your invaluable contribution

# APPENDIX D: ETHICS APPLICATION FORMS

Application for Approval of Ethics in Research (EIR) Projects  
Faculty of Engineering and the Built Environment, University of Cape Town

## ETHICS APPLICATION FORM

**Please Note:**  
Any person planning to undertake research in the Faculty of Engineering and the Built Environment (EBE) at the University of Cape Town is required to complete this form **before** collecting or analysing data. The objective of submitting this application prior to embarking on research is to ensure that the highest ethical standards in research, conducted under the auspices of the EBE Faculty, are met. Please ensure that you have read, and understood the **EBE Ethics in Research Handbook** (available from the UCT EBE, Research Ethics website) prior to completing this application form: <http://www.ebe.uct.ac.za/ebe/research/ethics1>

APPLICANT'S DETAILS			
Name of principal researcher, student or external applicant		EUFEMIA NDATEELELA ISHITILE	
Department		Construction, Economics & Management	
Preferred email address of applicant:		ishilef001@myuct.ac.za	
If Student	Your Degree: e.g. MSc, PhD, etc.	Master of Science in Project Management	
	Credit Value of Research: e.g. 60/120/180/360 etc.	60 credit	
	Name of Supervisor (if supervised):	Mr. Mark Massyn	
If this is a research contract, indicate the source of funding/sponsorship		Own Funding	
Project Title		An evaluation of the role of Stakeholders Management Strategy on the construction of Sesfontein settlement Area Office, Kunene.	

I hereby undertake to carry out my research in such a way that:

- there is no apparent legal objection to the nature or the method of research; and
- the research will not compromise staff or students or the other responsibilities of the University;
- the stated objective will be achieved, and the findings will have a high degree of validity;
- limitations and alternative interpretations will be considered;
- the findings could be subject to peer review and publicly available; and
- I will comply with the conventions of copyright and avoid any practice that would constitute plagiarism.

APPLICATION BY			
	Full name	Signature	Date
Principal Researcher/ Student/External applicant	Eufemia Ndateelela Ishitile		18.6.21
SUPPORTED BY			
	Full name	Signature	Date
Supervisor (where applicable)	Mark Massyn		17/21

APPROVED BY			
	Full name	Signature	Date
HOD (or delegated nominee) Final authority for all applicants who have answered NO to all questions in Section 1; and for all Undergraduate research (Including Honours).	Dr. Frank K. Ametefe		26/07/2021
Chair: Faculty EIR Committee For applicants other than undergraduate students who have answered YES to any of the questions in Section 1.	Dr. Frank K. Ametefe		26/07/2021

Page 1 of 1

## APPENDIX E: APPROVAL TO CONDUCT THE STUDY



### KUNENE REGIONAL COUNCIL

Tel: +264-65-273950  
Fax: +264-65-273077

M. Muharukua Street  
OPUWO, NAMIBIA

Private Bag 502  
OPUWO, NAMIBIA

Enquiries: A.Shulongo

Ref: 8/2/11

23/August/2021

Mr. Mark Massyn  
Senior Lecturer  
Department of Construction Economics and Management  
University of Cape Town  
South Africa

Dear Sir

**RE: APPROVAL FOR MS. EUFEMIA NDATEELELA ISHITILE TO CONDUCT A RESEARCH STUDY IN KUNENE REGIONAL COUNCIL.**

1. This letter serves to confirm that approval has been granted for Ms. Eufemia Ndateelela Ishitile Student No: ISHEUF001 to conduct her research at Kunene Regional Council.
2. The study is based on the following topic: **An evaluation of stakeholder Management Strategy in the Construction of the Sesfontein Settlement Area Office: Kunene, Namibia.**

Kindly render her the necessary support she may require during her study.

Yours Sincerely,

**GEORGE PETER KAMSEB**  
**CHIEF REGIONAL OFFICER**



**APPENDIX F: SCRIPT3**

Participant 3



**University of Cape Town**

Faculty of Engineering & the Built Environment  
Department of Construction Economics and Management

JUNE - JULY 2021

**AN EVALUATION OF THE STAKEHOLDER MANAGEMENT STRATEGY IN THE  
CONSTRUCTION OF THE SESFONTEIN SETTLEMENT AREA OFFICE: KUNENE,  
NAMIBIA.**

QUESTIONNAIRE

**Section1: Questions related to the stakeholders identification of a project**

1.1. How are the stakeholders of the project identified?

Through stakeholders analysis process, looking at all affected and interested parties

1.2. Could there be any additional or lingering effects for anyone after your project completion date?

Yes, projects are usual designed to provide strategic solutions to certain recurring problems and livelihood challenges in conjunction with all interested and affected parties.

1.3. Will the project have any impacts on the community's environment (water quality, air quality)?

No, all projects are done within the provisions of the Environmental Management act No 7 of 2007

1.4. Does the project have impact other organizations?

Yes, part of the stakeholders

## Section 2: Question related to the effectiveness of the RDCC

2.1. What are the challenges using the RDCC?

- # it lacks ~~to~~ legal backing
- # There is no <sup>legal</sup> obligation for stakeholder to take part
- # Budgets are issued to various OMA's thus they feel they are not accountable to the Regional Council
- # If tries to embrace the principles of sustainable integrated planning in a system ~~order~~ that is based ~~pt~~ on sector planning, without the necessary legal amendments
- #

2.2. Mention the delaying factors to these challenges?

- Lack of legal provisions to regulate and bind stakeholders to the RDCC concept.

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2.3. Do you share those challenges with the stakeholders?

Yes

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2.4. How do implementers help contractors cope with the project challenges?

# We serve them with the necessary advise, on guidance and technical advise required to successfull complete the project

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2.5. What causes lack of active participation in the RDCC?

Lack of clear lines of reporting and parallel budget allocation for the various stakeholders

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**Section 3: Question related to the improvement of the implementation of the RDCC structure**

3.1. Who does the implementer advise and monitor on project implementation?

Projects are monitored by the funding OMA's

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3.2. What can be done to improve the implementation of the current stakeholder framework structure?

Subscribe to modern project management standards i.e. Prince or Scrum

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**Section 4: Question related to the stakeholder satisfaction**

4.1. What specify that the project was completed within the agreed timeframe?

Contract duration period along with the program of work and any extension of time were so provided.

4.2. How do you measure stakeholder satisfaction?

~~A project~~ During the monitoring and evaluation process throughout the project implementation phase as well during the defects and reliability period were the actual products is utilized

4.3. Discuss the importance of the Sesfontein Settlement Office

A settlement operates as a local Authority, duly authorized to render services as provided for under the Local Authorities act.

Given the nature and complexity of the services they necessitate various administrative functions that must be carried out by various staff members on a daily basis in a coordinated manner. Thus hence the need to be housed under one building (office)

4.4. What are the benefits derived by the inhabitants from the Sesfontein Settlement Area Office?

- Provision of all municipal services as well as pay their bills in order to keep the settlement a functional urban centre with all the necessary amenities.

**Section 5: Question related to Information communication**

5.1. Do stakeholder receive the information on the progress of the Sestfontein Settlement Area Office?

Yes, via a stakeholders report

5.2. How is the information received from the stakeholder?

For every report, stakeholders can give input in writing of through the various stakeholders meeting

5.3. Who is responsible to supervise the contractor and report on work done to RDCC?

The various OMA's that fund a specific project

5.4. How often does the implementer receive the progress report from the contractor?

On a m. During the monthly project management meeting or as the specific situation dictates

Thank you for your invaluable contribution

## **CONSENT TO PARTICIPATE IN RESEARCH**

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### **AN EVALUATION OF STAKEHOLDER MANAGEMENT STRATEGY IN THE CONSTRUCTION OF SESFONTEIN SETTLEMENT AREA OFFICE: KUNENE, NAMIBIA.**

Dear Colleague

My name is Eufemia Ndateelela Ishitile and I am from the directorate of Planning and Development Services, Kunene Regional Council. I would like to invite you to participate in a research project.

*You are being asked to participate in the study which is an **Evaluation of Stakeholder Management Strategy in the Construction of Sesfontein Settlement Area Office: Kunene, Namibia.*** The approach of the study is an individual in depth interview. The interview will last approximately 45-50 minutes.

Please take some time to read the information presented here, which will explain the details of this project and contact me if you require further explanation or clarification of any aspect of the study. Also, your participation is **entirely voluntary** and you are free to decline to participate. If you say no, this will not affect you negatively in any way whatsoever. You are also free to withdraw from the study at any point, even if you do agree to take part. You are not waiving any legal claims, rights or remedies because of your participation in this research study.

This study has been approved by the **UNIVERSITY OF CAPE TOWN** and will be conducted according to accepted and applicable national and international ethical guidelines and principles. Your participation in the study will not cause you any inconvenience, psychological stress, stigmatization resulting from the study procedures. Also, there will be no direct benefits of participating in this study interview including no payment for participating.

The information gathered from the study will remain confidential. Participants are assured of the confidentiality of all information obtained. No names will be used on the questionnaire to maintain anonymity and confidentiality. The researcher and the supervisor are the only people that will have access to the data collected. Data generated from the interview will be synthesised and used to answer the research questions set for this master's project.

If you have any questions or concerns about the research, please feel free to contact Eufemia Ndateelela Ishitile at +264816333396 / [isheuf001@m.uct.ac.za](mailto:isheuf001@m.uct.ac.za) or my Supervisor Mark Massyn at [Mark.Massyn@uct.ac.za](mailto:Mark.Massyn@uct.ac.za)

**RIGHTS OF RESEARCH PARTICIPANTS:** If you have questions regarding your rights as a research subject, contact: Eufemia Ndateelela Ishitile Cell: +264 816333396  
You have right to receive a copy of this Information and Consent form.

**If you are willing to participate in this study, please sign the attached Declaration of Consent and hand it or email it to the researcher.**

Yours sincerely  
Eufemia Ndateelela Ishitile  
Researcher

**DECLARATION BY PARTICIPANT**

By signing below, I no Namsaal agree to take part in a research study entitled by University of Cape Town and conducted by Eufemia Ndateelela Tshitile.

I declare that:

- I have read the above information and it is written in a language with which I am fluent and comfortable.
- I have had a chance to ask questions and all my questions have been adequately answered.
- I understand that taking part in this study is **voluntary** and I have not been pressurised to take part.
- I may choose to leave the study at any time and will not be penalised or prejudiced in any way if I do.
- I may be asked to leave the study before it has finished, if the researcher feels it is in my best interests, or if I do not follow the study plan, as agreed to.
- All issues related to privacy and the confidentiality and use of the information I provide have been explained to my satisfaction.

Signed at (place) .

on (date) 1/09/ 2021.

.....  
**Signature of participant**

**SIGNATURE OF RESEARCHER**

I declare that I explained the information given in this document to Mr Ino [name of the participant] [He/she] was encouraged and given ample time to ask me any questions. This conversation was conducted in [Afrikaans/English/Other] and [no translator was used/this conversation was translated into by Eufemia].

\_\_\_\_\_  
**Signature of Researcher**

1/09/2021  
**Date**