

# Contemptious Issues on Poor Stakeholder Management in Some Major Road Construction Projects in Anambra State, Nigeria

A.C.C Ezeabasili, Heriot Watt University, UK. [accezeabasili@yahoo.com](mailto:accezeabasili@yahoo.com)

C. M. U-Dominic, University of Ibadan, Nigeria, [bukkyudom@yahoo.com](mailto:bukkyudom@yahoo.com)

B.U. Okoro, Nnamdi Azikiwe University, Awka, Nigeria, [ugoben@gmail.com](mailto:ugoben@gmail.com)

Correspondence Email: [accezeabasili@yahoo.com](mailto:accezeabasili@yahoo.com)

## Abstract

The unwary attitude of most construction firms in mapping-out as well as analyzing various stakeholders' interest and influence during projects execution has brought about a lot of conflicting issues that has deterred success on these road construction projects in Anambra State. Construction sites are marred with uncertainties, which most times if unchecked may likely spread all through the Project phase. Ambiguities associated with road construction projects are sometimes innately embedded in the job description and it is very unwise to neglect the influence of some extraneous variables like some of the construction stakeholders. This paper discussed confrontational issues prevalent in road Construction projects in the State and its consequences on Project schedule and consequently cost. Based on some highly debated arguments surrounding the causes of Project delays, our research surveys was conducted in phases to capture all the involved stakeholders in the road construction projects in the state. In the first phase of our study, we conducted an interview within the concerned communities ( $n_1 = 25$ ). Various community stakeholders were interviewed ( $n_2 = 298$ ); the interview questions used in this phase was structured based on four parameters suspected to be the likely causes of project delays. These are as follows: duration of the Project, quality of materials used, environmental management, and community participation in decision making. The structured questions asked were made concise, coherent and complete enough to elicit the required information concerning the success and delays witnessed in most of the awarded road projects in the State. In the subsequent phase of the study, a survey questionnaire was designed based on the stakeholder's arguments and interviewed response of the selected community stakeholders. The questionnaires were sent to three key different players in these road construction projects in the state who had actively participated in some of these road construction activities. The studied groups were made up of four consultants, twelve major contractors and nine project managers. Their various responses was tabulated and analyzed with respect to the initial purported arguments that characterized the study needs. We also took study of some road construction projects awarded from 2006 to 2009; the effects of poor stakeholders management on their execution timetables were also analyzed reflecting percentages of delayed, stalled, and timely executed projects. The study was able to unveil the causes of project delays and pivotal issues surrounding stalled projects in the State. The protracted arguments that led to the study was clarified from the study and recommendation were proffered that will assist both the contractors and the State government to timely execution of projects with adequate resources being utilized optimally in the road construction Projects in the State.

**Keywords:** Stakeholders, Road Construction, Management, Anambra State

## 1.0 Introduction

The spate of work disruptions, facility vandalism, kidnapping, and social intrusions in construction sites in the State is increasing and has called for a systematic approach in other to contain these ills. There has been a major concern across growth sectors in the country due to chains of security challenges like insurgent group activities, which had crippled a lot of construction works in the country. When one ponders about all these negative outcomes faced in construction environment, one may want to ask these crucial questions "what are the clients principal aim and expectations towards a given project in any given environment". It is a pertinent practice for all construction practitioners to always grow and wear critical minds and be very systematic in the way they go about handling various stakeholders in construction projects. Every construction projects/work demands ample attention from the highest management hierarchy to make a tentative reasoning in choosing an appropriate workforce, role identification ,setting a budgetary framework, realistic project due date projection, etc. Construction complexities seem to heighten when a proper feasibility study on projects is not done and when the needed responsibilities required of a competent Project manager are not well exhibited. Success of most

construction projects basically lies with the Projects Managers, his/her abilities to properly analyze, choose, classify his workforce and make provisions to tolerate unforeseen occurrences that characterize every construction environment.

This study sought to acquaint the employer/employees in construction industries in the State to understand various stakeholders' importance, their influence towards project goal attainment. Construction are characterized as a complex working environment involving many individuals and various groups all focused in achieving stake from a particular project. All these individuals and groups are addressed as stakeholders because of their coveted stakes or interest in a project. Dispute eruption is always a commonplace belief in construction industries across the State; due to multifarious interest groups each striving for a greater chunk of biased attention from the projects. Conflict always emanates during the course of these projects and most times may be among various stakes or between a particular stakeholder and the project managers. These conflicts are as a result of negligence of some of these stakeholders basically some external variables by most Project managers who are not competent enough to study stakeholders influence, power and potentialities. Many conflicts in construction sites in the State surprisingly are been poised by community groups like deity and traditional worshippers whose influence as an external stakeholder in many stakeholder management literatures have been given no more attention than to be monitored, but has shown to be influential enough to halt a project. Leung and Olomolaiye (2010) gave a clear example on a kind of conflict that always surface in construction environment, when an instance is given, where a developer (an internal stakeholder) expects to fully utilize a site area and cut down all the trees on it, while a green group/environmentalist (an external stakeholder) emphasizes the need to protect the natural environment.

## **2.0 Overview on Construction Stakeholders**

Construction projects just like any other organizational frameworks comprises of networks of people with various needs, formation and purpose. Bourne and Walker 2005 likened project success to the strength of relationship established and nurtured within and among the construction stakeholders. The two primary needs in a construction project as was pointed out by Oyegoke (2006) are the physical and the financial needs/requirements. The physical requirements according to Oyegoke (2006) is a derived demand that is driven by the interaction of economic variables, local supply and demand conditions which underlie the real need for the project, while the financial requirements deal with construction cash flow, profitability of the scheme, viability of the investment and income generation which must be optimally met. The stakeholder's community consists of individuals and groups, each with a different potential to influence the project's outcome positively or negatively, (Bourne, 2006). Vast index of delayed and failed construction projects in Anambra State basically is attributed to poor planning, management and control required to deliver the desired outcome. Every construction project has a purpose and yet is characterized of being complex. This complex attributes attached to construction projects emanate as each stakeholder usually have their own stakes in the project which may beget different priorities, confrontations and these in addition increases the complexity of the situation. Burton and Obel 2003 also describes project environment as one having high complexity, high uncertainty, and high equivocality, and such factors make stakeholder management difficult. The construction Industry in Anambra State must make a transitional shift from being reactive with their stakeholders' management decisions to being more proactive and it should be done in methodical and logical way to ensure that stakeholders are not easily omitted.

In the construction context, project stakeholder can be defined as individuals, groups, or organizations who are actively involved in the project including those having interest that are positively or negatively affected by the activities or results of the construction project (Olander, 2007). Madsen and Ulhoi, (2001) defined stakeholders as individuals or groups with a legal, economic, moral and / or self-perceived opportunity to claim ownership, rights or interest in a firm and its past, present or future activities- or in parts thereof. Oyegoke (2006) opined that construction projects have direct and indirect impacts on different project interest groups and these interest groups are referred to as the stakeholders. Though in broad assessment, construction projects are rejected or accepted due to the trade-offs between risk and amount of gain (Sokolowska and Pohorille, 2000). Construction projects, usually involve different stakeholders such as the clients, consultants, contractors, sub-contractors, financial institutions, end-users, government agencies, media, the regulators such as the local and national authorities, local community groups, and other independent groups with special interests. It is paramount to classify stakeholders in construction into different categories for a better understanding.

However, there is no absolute resolution approach in literature which is acceptable to all stakeholders and this still persist to be a key challenge in a complex project environment. Negotiation with important stakeholders is needed when their interests are neglected or violated in many forms such as, for example, failing to conduct sufficient study on environmental impacts, providing incorrect financial information to the internal stakeholders,

and offering unsatisfactory compensation to landowners Manowong and Ogunlana, (2010). Conflicts inadvertable in the construction industry can either be functional or dysfunctional. Moura and Teixeira 2010 differentiate functional and dysfunctional conflicts and classified a functional conflict as one that leads to the improvement of the production process while on the contrary, a dysfunctional conflict prevent progress, has negative effects in production and conducts to poor outcomes. Experienced projects managers in a construction environment part objectives it to, always avert conflicts due to its impending harsh consequences on the project life cycle and cost overrun. Conflict eruption effects may be adverse as well as advantageous to different stakeholders in a construction industry. Some people will fiercely try to avoid conflicts because of the fear that conflict escalation will lead to unpredictable effects, while there are also some people who may benefit from disputes in terms of financial advantages, identity, status or power Moura and Teixeira, (2010). The nature of conflicts prevalent in construction Industry in Anambra State is that of external stakeholders which are always difficult to resolve because of their diversity and lack of established procedures for tackling most of them. In most communities in the State, public attitude are mostly directed toward opposing construction project encompassing some environmental impact, even though it may respond to a specified public need. There have been series of cases on delayed construction projects mainly due to inadequate stakeholder's analysis on how project decisions would affect stakeholders and how these would, in turn, affect those decisions. Bourne (2006) suggests that an important aspect of managing the project environment is to understand the direction of influence in which the project manager and management must operate to realize the project successfully. The project managers should therefore try to acknowledge the project's relevant concerns to all stakeholders as much as possible in order to satisfy every party or at least cater to their minimum requirements Manowong and Ogunlana, (2010), the external stakeholders may be satisfied if only they are adequately informed about the project Manowong and Ogunlana, (2006). In other words as regards to stakeholders satisfaction, it is highly unlikely that they will all be adequately satisfied. In literature most writers have also written on environment as being a principal stakeholder due to ecological crunch.

### **2.1 Environmental Impacts of Road Construction Projects and Stakeholders Response**

Road construction is the cardinal indicator of any socio-economic growth. Several important indicators of economy like electricity, communication, health statue are positively correlated with the road infrastructure. In the Nigerian context, a lot of environmental problems can easily be referred at, that emerged out of road construction activities by neglecting most of the environment issues. Anambra State is known with an adverse topography, increase in the number of scary erosion points in various places in the State has shown that environmental considerations were seriously undermined and compromised with the potential economic benefits of some of these construction activities. Most construction plans were aimed only at increasing production of economic value; social contributions and environmental planning were most often not considered or incorporated in the planning and implementation of construction activities. Though the topography of the state is very weak, one can easily assert that the spate of soil erosion, flooding are due to some of the adverse consequences of negligence to the environmental issues for so long by series of developmental activities going on in the State. Most researchers in the road construction literatures have aligned road construction activities, which is seen by most of them as exploitation to nature, which wider exploitation has lead to two major environmental problems, land degradation and climatic changes. Local communities as stakeholders are keen and willing to welcome developmental projects such as road construction projects that are willing to meet the need of the present and have the continuity ability to meet the future need of generations next to come. Local authorities and stakeholder communities are becoming increasingly aware of the environmental impact of these construction activities and are now ready to press a challenge to construction activities if environmental issues were not given ample considerations. An infinitely challenging question poised to all practitioners or intending practitioner in the construction industry by Hammond and Booth (2010) are whether the managers of construction and property enterprises likely to voluntarily, without government interventions, manage the environment as a primary stakeholder. These writers succinctly affirmed that pursuit of profits without adequate attention to the environment from which the means for such pursuits are obtained is clearly a self-defeating undertaking. Construction industries have in recent times started to introduce unique physical and chemical materials with exceptional properties like nanomaterials and nanocomposites which have potential impacts to the environment and human health. According to Lee J. et. al, (2010), these nanomaterials have a wide range of application in construction industry, used in high performance structural materials, used in multifunctional coatings and paintings, sensing/activating devices. Furthermore, these writers posit that many examples in modern history illustrate the unintended environmental impacts of initially promising technologies, including the deliberate release of 'beneficial' chemicals, such as DDT, which was used to control malaria and other water-borne diseases but was later found to be Carcinogenic to humans and toxic to several bird species.

## **2.2 Viewing Road Construction Projects in a more Consensus Perspective.**

Road construction activities in most communities are bound to be influenced by some of the local community's stakeholders. The level of influence exerted on any given road construction project depends widely on the degree of criteria used in assessing the project performance by the concerned community as regards work progress evaluation. Some of these project assessment criteria considered by most local communities are mainly based on, quality of work, duration of the project, environmental management safety and community participation in decision-making. Most often, natural resources that are important to local sustenance are been negatively affected by construction activities. These resources are been widely exploited to yield series of environmental degradable outcomes ranging from the deterioration of surface water bodies, metallic deposits and all these adverse environmental activities consequently heightening risks of communicable diseases. Construction activities are marred with series of health and environmental pollutions such like heavy traffic, excessive lightning, noise, dust and excessive emission of CO<sub>2</sub> gases that has been reported to be a significant make up factor in global warming. Most construction contractors and project managers often time sideline environment considerations because it is most often considered a constraints to development but little do they know that even a small wrong development can cause the destabilization of the natural environment.

Construction project can, for instance, be of use to one stakeholder group and have a negative impact on another Olander and Landin, ( 2005). The major aim of any Project manager in any construction projects is more to abate conflicts, and acknowledge a consensus decisions in a project. It's is a conceptual theory to view every stakeholder's stakes in a consensus perspective that will place the project manager on the passive edge of decision taking than just being reactive with the projects conflict situations that may arise. Viewing stakeholder's stakes and influence should be seen as a project task, thereby differentiating between the various stakeholders' of a project, their stakes and influence on the project. Identifying stakeholders influence and stakes should not be left for the project team members alone to map-out and analyze but should be a participatory linkage for the various stakeholders involved in the project, due to some noted doubts on the cognitive capacities of the selected project team's most time. It is a truism from a documented practice that road construction projects are always marred with conflicts as a result of varying interests of the involved stakeholders as project work progresses.

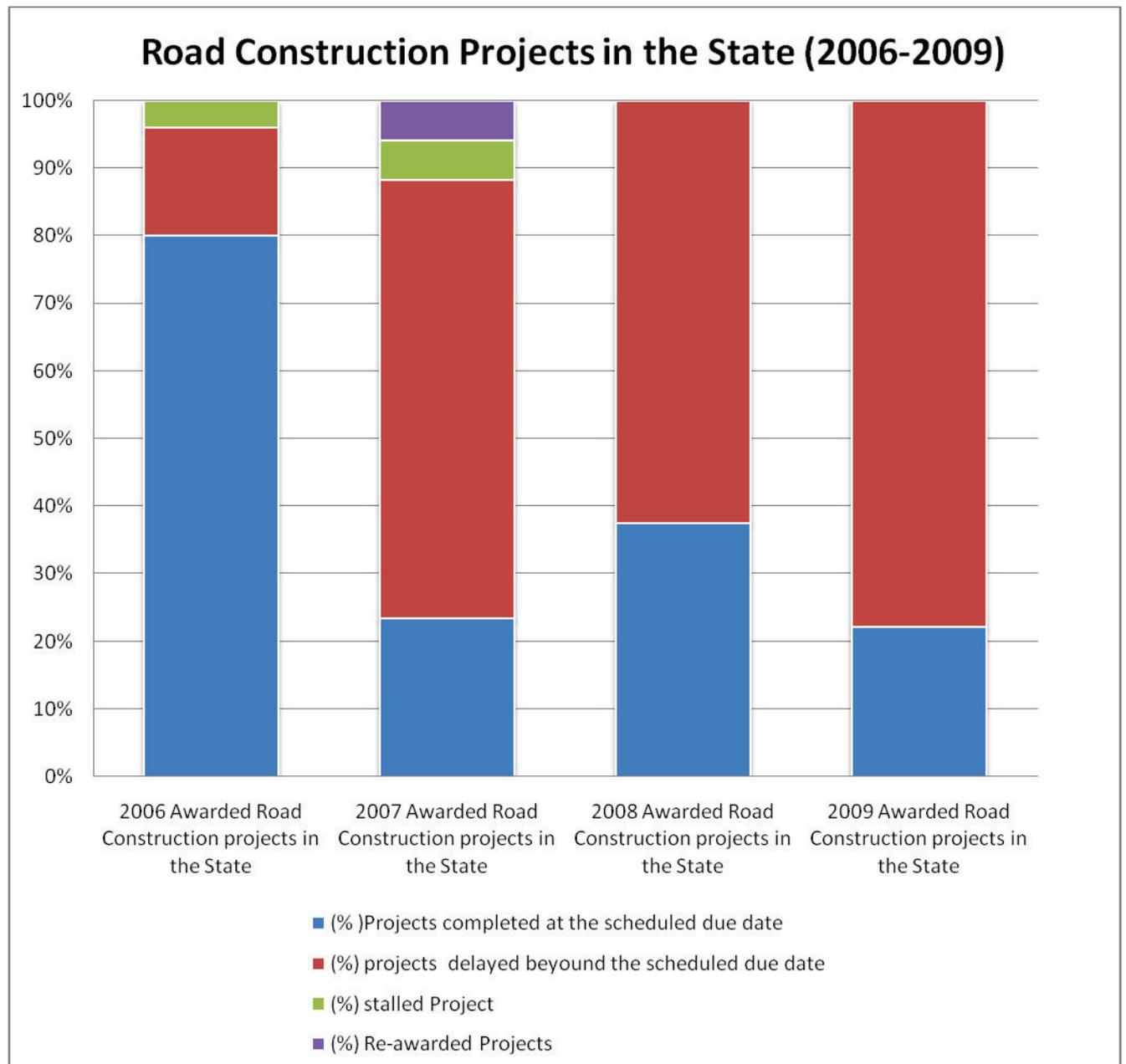
Consenting to these likely conflict expectations in a road construction projects, a good degree of decision tolerance and flexibility is well advised from the project on-set to encompass these inevitable project odds with an appropriate alternative measures. Road construction projects that involves many extraneous variables, like the external stakeholders should at the pre-planning stage of the project be well encompassing in taking claims and analyzing critically every group contributions, as regards to the project design, technological appropriateness, Implementation processes, and the Project life cycle. A study carried out by Olander and Landin (2005) on two construction projects in Sweden, railroad construction and a housing project typically, demonstrate an accurate and a constructive alignment of various concerned group decisions and influence in a construction environment. Every road construction project is aimed to improve the interest of every group involved in many ways ranging from Infrastructural Improvement, economic enhancement, and Social benefits. On the other hand, these aims are often time been challenged to a halt with some shown prints of negative consequences, which when not properly managed may adversely affect the sustenance of some of these projects.

Individual appraisal of any construction projects should not be neglected in proposing and approving any road construction projects. Mapping stakeholders influence and stakes has yield to some positive accomplishments, but this approach is solely dependent on the project manager's strong acquaintance with the road construction environment and the inherent dynamic nature of various stakeholders' stakes and their influence directions in the project. It is also a basic principle to assess every component stakeholders according to the way they value the project, encouraging their subjective judgments on any given project before introducing an objective decision about the project.

## **3.0 Road Construction Projects in Anambra State (2006-2009)**

The recent past administration in Anambra State has seen to a major improvement in infrastructural development, part of which is on Road Constructions which connects one State to the other, local Government and communities alike. In 2006, twenty five roads were awarded by the recent past administration, which runs through all the 21 Local Government Areas of the State. The total length awarded in 2006 was 320.842km, reportedly much of the awarded road contracts about 80% were completed on schedule, and these roads have a varying completion due date with respect to their lengths in kilometers. However 16% of these awarded construction projects were delayed beyond schedule and 4% of the projects was reportedly stalled due to local community stakeholders' negative influence. In 2007, the State government awarded road projects among 11

contractors, 23.5% of the awarded projects were completed at the scheduled due date and 64.7% of the awarded projects were completed beyond the scheduled due date. In addition to the awarded projects in 2007, some of the road projects like about 5.88% were also re-awarded by the state government. In 2008, 37.5% of the awarded road projects were completed at the scheduled projects due date, while 62.5% was completed beyond the scheduled due date. Lastly in the year 2009, 22.2% of the awarded roads were completed at the scheduled due date while 77.8% of the road awarded projects were completed beyond the scheduled due date. Graphically, the road constructed projects in the State starting from (2006-2009) were represented in the figure 1. Below. It's a glaring view from the graph that starting from the year 2006 to 2009, that most of the awarded projects were not completed on schedule. However, subsequent to these project delays, is cost overrun, waste of time and resources.



In this paper, the researchers took a study on some road construction projects done in Anambra State, South East Nigeria. We emerged our studies on the needs to expand the old existing roads in the State, identify the cause of project delays, unveil pivotal issues surrounding stalled projects and instituting new more road networks in the State. This study was also based on the quest to validate or discard three age-long arguments held by most inhabitants in the State.

### **3.1 Arguments that led to the study**

1. **Argument I:** The Indigenes are resisting development and are not friendly with road Contractors.
2. **Argument II:** That the State Government responsible for awarding and solely supporting these road construction projects in the State are using Indigene's disruptions as an excuse for absconding from developing new structures in some of the Communities in the State.
3. **Argument III:** That the Government of the State has always been reluctant to deliberate on issues concerning projects plans with the indigenes and because of this, the indigenes are prone to oppose State initiated and sponsored projects in the State.

### **4.0 Research Survey**

Based on these highly debated arguments, we conducted our research surveys in phases to capture all the involved stakeholders in these road construction projects in the state. In the first phase of our study, we conducted an interview within the concerned communities. We interviewed various community stakeholders; the interview questions used in this phase was structured based on four parameters suspected to be the likely causes of project delays: duration of the project, quality of materials used, environmental management, and community participation in decision making. The structured questions asked were made concise, coherent and complete enough to elicit the required information concerning the success and delays witnessed in most of the awarded road projects in the State. We got maximum attention from the local communities, firstly we consulted the local community chiefs explained the purpose of our study and how their effective corporation will benefit the study. A community liaison officer was assigned to us by these community chiefs, in turn we recruited these officers as our research team in the studied communities. With the aid of these liaison officers, we were able to select randomly from each of these communities, different stakeholder groups from whom we had the interview with, ranging from market men and women whose activities were interrupted most often by the road construction activities, environmentalist: educated elites in the society that are against creation of more burrow pits in the communities, idol worshippers, politicians. However, though our study group was randomly selected, it was made among all the identified local community stakeholders in the studied communities. In these exercise, we were able to interview about 298 individuals from twenty five communities who has different stakes in these road projects. The information elicited from these stakeholders, made their arguments. Their various arguments were as listed below:

#### **4.1 General arguments that evolve in the course of our study as the likely causes of Project delays:**

1. Doubts on competency of some contractors and quality of materials used in the road projects, some of the local community stakeholders, always demand the need for the project blue print to verify if the general objectives of the project contain and protect their various subjective stakes,(unsatisfactory public perception on the quality of work done by some contractors).
2. Lack of information during the preliminary road project planning.
3. New structures will affect old built environment (doubt if the government/contractors will make compensations commensurate to demolishing the existing old structures).
4. Complaints on shallow drainage systems built, some of the existing drainages were badly channeled which has caused a lot of flooding and erosion incidence within the environment.
5. Time waste in observing and performing many traditional rites when encroachment move is made on properties of idol worshippers, be it felling of deity trees or land use.
6. Some environmental friendly individuals in some local communities seriously oppose contractors against creating burrow pits, thereby causing project delays.

**Table 1: community stakeholder’s response**

Interview parameters	Duration of Projects	Quality of materials used	Environmental management	Community participation /decision making
community stakeholders Response.	<b>150(n):</b> population of the interviewed community stakeholders lamented on incessant project delays and negative stakeholder’s response as a result of protracted construction activities as some of the contractors that lack the resources to timely complete their activities at the due date.	<b>200(n):</b> of the interviewed population echoed on the use of substandard materials, by most contractors and thereby resulting to stakeholders’ negative response.	<b>160(n):</b> of the population reiterated on the wider exploitation of the built environment, proliferation of burrow pit sites and stakeholders negative response	<b>282(n)</b> great number of the interviewed stakeholders strongly aligns most halted and unsuccessful projects to government attitudes in sidelining community stakeholder’s involvement during project planning, monitoring and evaluation stages.

However, from our field study within these communities, we found that all the local community stakeholders acknowledged the benefit of these road projects to the entire community, yet some community stakeholders had opposed its implementation due to aforementioned arguments raised from the various local community stakeholders.

In the second phase of the study, a survey questionnaire was designed based on the stakeholder’s arguments and interviewed response of the observed community stakeholders. The questionnaire was sent to three different key players in these road construction projects in the state who had actively participated in some of these road construction activities within the studied period. Some of the administered questionnaires were sent on soft copy format messaging to the designated stakeholders, while some were issued out in a hard copy to the eventual subjects. In this second phase of our survey, the eventual subjects were captured, from whose candid response we would then either buttress the former held arguments of the community stakeholders or would discard the age-long arguments. The three studied groups were four consultants, twelve contractors, and nine project managers (the three key stakeholders). The questionnaires were streamlined in tandem to these four major parameters: duration of the project, quality of materials used, environmental management, and community participation in decision making. The researcher’s sought for the consent of these eventual subjects before sending these questionnaires along, with an oath of secrecy dully signed by the researchers, reaffirming that their individual response would only be used for the research purpose alone.

Table 2: key players’ response to the questionnaire questions asked based on the chosen four parameters.

Key players (n=25)	Duration of projects	Quality of materials used	Environmental Management /safety compliance	Community participation/decision making
<b>Consultants (16%)</b>	(1) Poor topography of some site a times makes it difficult for some contractors to timely complete their work. (2) Most project delays are caused by financiers and delayed payment	(1).Most contractors do use sub standard materials at some point in the project, and this is part of the reasons why some projects are stalled by their employers due to	(1). Most of the contractors and sub – contractors were only keen in creating new burrow pits proxy to their construction sites, without considering its effects on the physical environment.	(1).Community participation/consultation with the concerned communities are highly ignored by state government and most of the concerted efforts made by some contractors were abortive. This is as a result of most contractors inability to identify and priorities stakeholders stakes according to their influence on projects

	for certificate generated by contractors.	community response.		
<b>Contractors (48%)</b>	<p>(1). Most delays were caused by project financiers (solely the state government).</p> <p>(2). Most delays are caused by sub-contractors inability to deliver a task at a due projected date.</p> <p>(3) Vandalism on construction equipments.</p> <p>(4).Frequent agitations from host communities demanding monetary compensation from contractors.</p>	<p>(1). Materials used were same as those specified at the project bidding phase and of standard certified quality to attain to specific needs.</p>	<p>(1).Most host communities always mount task force groups at some existing burrow pits restraining activities and this subjects them to create few new burrow sites.</p> <p>(2). Most of these poorly channeled drainages was as a result of some local community stakeholders activities in restraining road expansion activities and these in return affects the width of most constructed drainage canals</p>	<p>(1) All the contractors claim's involving the local communities before commencing any construction activity, but at the end, the local communities would still push to restrain construction activities except and if only the contractors can agree to pay them exorbitant amounts of money. Most time these community stakeholders often request that the state government pay some compensation to most individuals that the project had affected their source of livelihood.</p>
<b>Project Managers (36%)</b>	<p>(1). Poor financing</p> <p>(2). Poor topography</p> <p>(3).Weather conditions.</p> <p>(4). Involuntary resettling of Idols most often pose a serious threat to timely completion of some major road projects in the State when encroachment are made on their properties. It takes much of the project time in investing into conflict resolution approach to contend the idol groups as community stakeholders, and this in return affects the timely completion of some of these projects.</p>	<p>(1).Materials used are of standard quality as specified in the contractors bidding specifications.</p>	<p>Safety precautions and Environmental impact assessment of road construction activities are properly taken during and before any road construction exercise. Great number of local communities interferes and ignores safety warnings and often time act to oppose project plans by resisting road expansion where the need of which will reduce the spate of flooding and proper channeling of drainage seaways.</p> <p>(2). Host communities' stakeholders would do anything within their capacity to resist damage to or loss of access to sites of cultural value during road construction activities.</p>	<p>(1) Most attempts directed toward co-opting various community stakeholders for a round table discussion concerning some of these projects were not successful and the few positive ones cost the contractors a very huge amount in compensating most of these stakeholder groups whom these contractors has categorized their stakes of being insatiable.</p> <p>(2) Most Contractors would not acknowledge engaging with these stakeholder groups but would want the Project Managers to manage these groups which is almost impossible without the monetary co operations of both the contractors and the State government.</p>

## **5.0 Discussions**

It is very vital during the planning process, to explicitly deal with relationships with stakeholders before implementing any action plan. The study was able to clarify on these arguments that have stretched for so long on road construction projects in the State. From this study, it has become obvious to know that most contractors as argued by most stakeholders are still not competent enough to engage and effectively manage stakeholders. However, this study brings clarity to the number one argument: that the indigenes are resisting development and are not friendly with contractors. This study disregards this argument as it was based on anecdotal evidence as the various stakeholders involved in these road construction projects deny such an assertion. The local communities as noted in this study are increasingly becoming aware of the negative impacts of unchecked activities of some contractors on the physical environment. The community stakeholders opposing road construction works that were found not to be based on any prejudice but rather based on their sensitive response to conserve and preserve their physical environment against wider exploitation by some contractors. The studies also confirmed and validated the number three argument against the state government: that the government of the state has always been reluctant to deliberate issues concerning project plans with the indigenes and because of these, the indigenes are prone to oppose state initiated and sponsored projects in the State.

However, the second Argument: That the State Government responsible for awarding and solely supporting these road construction projects in the State are using indigene's disruption as an excuse for absconding from developing new structures in some of the communities in the State. This was wholly discarded by the two studied parties and acknowledged such as loose verbal assertions politically accepted as slogans used to mock non-performing administrations of the state.

## **5.1 Conclusions**

In conclusion, construction sites are marred with uncertainties, which most times if unchecked may likely prevail although the project phase. Public attitude in most communities in the State were mostly directed toward opposing construction projects, even when the said projects respond to a specified public need. This paper recommends objectively an adept relational concept for managing various stakeholders to reconcile conflicts and interest in the road construction projects Anambra State.

## **6.0 Recommendations for both the contractors and the State government in road construction projects in the State**

- Identify stakeholders most likely to be affected by road construction activities and prioritize their stakes.
- Contractors should acquaint local stakeholders on road construction activities and changes to schedules.
- Contractors should employ a community liaison staff that will aid in resolving grievances during conflict eruption.
- Contractors need to acquaint community stakeholders on progress of environmental and social management programs.
- The state government should always sensitize the communities on the need of these projects before implementing any road construction activities.
- The state government should make provision for precise project budgeting so that these projects will be timely executed by contractors to avert communal clashes that do result to waste of resources and protraction of project due dates.
- State government should always involve the community stakeholders in decision-making, this will tackle involuntary resettlement and compensation issues.
- Engage contractors that believe in principles of partnering.

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