When Stakeholders Shape Successes or Bring Failures – A Case Study of an Algerian Highway Megaproject

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Abstract

An Algerian highway megaproject has been assessed – to what extent and how it is successful – based on five measures; the main success was more on tactical and strategic level measured in terms of effectiveness, relevance, impact and sustainability. Many internal and external stakeholders were the actors behind the failure of this megaproject in the operational level measured in terms of efficiency. This paper will list all possible external and internal stakeholders of this highway megaproject, and then identify the relationship between each stakeholder and the five measures. A stakeholder mapping and the interpretation of power/interest matrix are used to identify and analyze the relationship between stakeholders and their effect in each level of the megaproject. The case study shows that the early involvement of the key stakeholders will contribute positively to all the five measures.

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