

Project Evaluation and Assessment

PJM 6125

Assignment 2

Title: Stakeholder Register & Evaluation Goals Matrix

Rahu Iyer

Professor Name: Christa Dhimo

**Stakeholder Register:**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| *Stakeholder* | *Category* | *Role* | *Contact/*  *Engagement strategy* | *Interest* | *Influence* | *View* | *Expectations* |
| FIFA | Internal | Sponsor | [fifa\_22@gmail.com](mailto:fifa_22@gmail.com)  Develop bi-weekly status reports with KPIs | High | High | Supportive | Obtain the promised results (12 stadiums and facilities/amenities) for the world-cup matches, according to the bid. |
| Q.F.A. | Internal | Project Leader/Company | [qfa@gmail.com](mailto:qfa@gmail.com) OR  +974 4454 0000  Review plans to implement successful completion of goals | High | Moderate | Supportive | Clear and measurable goals  Cooperation to complete documentation |
| Emir Sheikh Hamad | Internal | Head of State, Qatar | [e.sheikh@gmail.com](mailto:e.sheikh@gmail.com) OR  +974 5645 7895  Develop a forecast of the GDP annually at the end of completion. | High | High | Supportive | Increased tourists in Qatar and a prosperous economy. |
| Qatar’s population | External | Residents | Representative: [pop.qat@gmail.com](mailto:pop.qat@gmail.com)  OR  +974 457 8974  OR  Surveys  Offer monetary discount or offers for certain football games | Moderate | Moderate | Neutral | No interference with their daily routine, discounts on entry tickets to the stadium. |
| Olympic Sport Council | External | Quality Manager | [olympic@gmail.com](mailto:olympic@gmail.com)  Monitor the project at regular intervals through inspection | Moderate | High | Supportive | High quality materials used, appropriate standards and codes followed. |
| Environmental Council | External | Inspection | [environment@gmail.com](mailto:environment@gmail.com)  Optimize material utilization, recycle waste | Moderate | Moderate | Neutral | Minimum carbon emissions, utilization of renewable energy sources, effective management of water and waste. |
| Project Management team | Internal | Project Management | [pjm.fifa@gmail.com](mailto:pjm.fifa@gmail.com)  Maintain transparency by providing prompt updates with consequent changes in the triple constraints | Moderate | Moderate | Supportive | Gain project-related approval within the stipulated time, obtain additional resources if there is a change in the project’s scope |
| Construction Contractors (Projacs, Midmac, Six Construct) | External | Construction | [constr@gmail.com](mailto:constr@gmail.com)  Improve coordination between design team and construction contractors | Moderate | High | Supportive | Obtain a detailed and accurate design plan.  A continuous supply of material/equipment. |
| National teams | External | Football players/staff | [nations@gmail.com](mailto:nations@gmail.com)  Install climate-control devices, review design plan | High | Low | Neutral | An ideal-sized stadium, good climatic conditions, close proximity to training sites and accommodation |
| Football audience | External | Customers (fans) | Official website/  Facebook fan-page  Implement technologically advanced systems, Collaborate with reliable supplier(s) | High | Moderate | Neutral | State-of-the-art stadium, good climatic condition, comfortable seating arrangements |
| Media/sport channels | External | Media | [media@gmail.com](mailto:media@gmail.com)  Issue VIP passes with benefits, Participate voluntarily in interviews | High | Low | Neutral | Regular updates on the project’s progress  Permission to tour the stadiums under-construction |
| Competitors (other sport tournaments/ organizations) | External | Critics | Official site  Implement benchmarking to obtain better quality standards | Moderate | Low | Opposed | Poor quality of the constructed/renovated stadiums  Dissatisfied audience/team players  Poor satellite TV ratings |
| Football professionals/ experts | External | Commentators | Agency/Assistants  Offer inspection proposals before and after the stadium’s construction. Incorporate creative, value-adding ideas into the project | Moderate | Low | Neutral | Evaluation of the stadium and pitch’s quality standards, delivery schedule |
| Project Management Consultants (ASTAD/AECOM) | External | Project Management | Company website  Share FIFA’s expectations from the project quantitatively.  Recognize individuals with awards for their contribution | High | Moderate | Supportive | A brief description of the project’s need, a clear understanding of project objectives and definition of success criteria. |
| Design & Engineering Consultants (Dar Al-Handasah, FIA, Ramboll and Pattern) | External | R&D | Company website  Offer monetary benefits for exceptionally innovative and cost-effective designs | Moderate | High | Supportive | Obtain specifications from FIFA such as stadium length, width, capacity in the seating arrangements  Availability/Accessibility of nearby-locations |

**Evaluation Goals Matrix:**

|  |  |  |  |
| --- | --- | --- | --- |
| Goal | Measure type | Metric | Stakeholders |
| Within budget | Efficiency | USD 3 billion | FIFA, Q.F.A, Qatar’s Head of State, Qatar’s population Construction contractors, Project management consultants, Design & Engineering consultants |
| Within schedule | Efficiency | 4 years (before the end of April 2021) | Construction Contractors, Project management Consultants, Qatar’s population, Project management team, Q.F.A., Qatar’s Head of State, FIFA |
| Within scope | Efficiency | 3 renovated stadiums, 9 newly built stadiums | Design & Engineering Consultants, FIFA, Q.F.A., Construction Contractors, Project management Consultants, Project management team |
| High Quality standards | Efficiency | Followed all the ISO quality standards.  40% improvement in modular seating arrangements, and 20% increase in the sensitivity/response-time of the climate-control devices | Olympic Sport council, FIFA, Q.F.A., Construction Contractors, Project team members |
| Environmental certification | Efficiency | Fulfilled all the criteria to meet the environmental regulations and policies. | Environmental council, Qatar population, FIFA, Q.F.A., Construction Contractors, Project management Consultants |
| Technical specifications | Effectiveness | The constructed stadiums are symmetric, 105 metres x 68 metres with grass pitches. | Design & Engineering Consultants, Q.F.A., FIFA, Construction Contractors |
| Stadium capacity | Effectiveness | The stadium must be able to accommodate the FIFA’s minimum seating requirement of 21,182 people. | FIFA, Q.F.A., Design & Engineering Consultants, Construction Contractors, Project management Consultants |
| Proximity of hotels and training sites | Effectiveness | The time taken to travel from the hotel/training site to the stadium must not exceed 30 minutes via bus. | Q.F.A., Qatar’s head of state. FIFA, Design & Engineering Consultants, Construction Contractors, Project management team. |
| Lighting requirements | Effectiveness | Each stadium must meet the lighting requirement of 2000 lux. | FIFA, Construction Contractors, Q.F.A., Qatar’s Head of State, Football audience |
| Accessibility of stadium | Impact | 90% of the stadium is occupied by the audience. | Design & Engineering Consultants, Olympic sport Council, FIFA, Q.F.A., Qatar’s population, Media, Football audience |
| TV ratings | Impact | Increase in satellite TV ratings by 6% | FIFA, Q.F.A., Qatar’s Head of State, Football audience, Media, Competitors |
| Youth-connect | Impact | 65% of the audience consists of youth | Media, Design & Engineering Consultants, Project Management team, Football professional/experts. |
| Football awareness | Impact | 8% increase in participation of football events/training programmes, especially among women | Media, Qatar’s Head of State, Q.F.A., FIFA, Olympic sport Council, Construction Contractors. |
| Worldwide support/assistance | Impact | Sixteen schools in Pakistan and Nepal shall inherit the project profits as a major assistance to promote football. | Media, FIFA, Q.F.A., Qatar’s Head of State, Football audience. |

**Reference:**

Bhatia, N. (2015, August 13). Revealed: The firms behind the construction Qatar's World Cup stadiums. Retrieved November 8, 2018 from <https://www.arabianbusiness.com/revealed--firms-behind-construction-qatar-s-world-cup-stadiums-602613.html>

Bid Evaluation Report: Qatar. (n.d.). Retrieved November 1, 2018 from <http://www.qatar.to/Events/sport/Fifa-World-Cup-2022/documents/Qatar-bid-World-Cup.pdf>

FIFA World Cup 2022 stadiums. (n.d.). Retrieved November 1, 2018 from <http://www.qatar.to/stadiums/World-Cup-2022-stadiums.php>

Qatar 2022 stadiums begin to take shape as project passes 150 million man hours. (2018, August 11). Retrieved November 1, 2018 from <https://www.sc.qa/en/news/qatar-2022-stadiums-begin-to-take-shape>

Stadium Database. (n.d.). World Cup 2022 stadiums (Qatar). Retrieved November 1, 2018 from <http://stadiumdb.com/tournaments/world_cup/2022>

The Stadium Guide. (n.d.). FIFA World Cup 2022 Stadiums. Retrieved November 1, 2018 from <http://www.stadiumguide.com/tournaments/fifa-world-cup-2022-stadiums-qatar/>