ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE

The Role of Project Stakeholder Management on Project Success: The Case of Ethiopian Heritage Authority.

A Research Project Work Submitted to the School of Graduate Studies of AAU in Partial Fulfillment of the Requirements for the Degree of Master of Arts in
Project Management

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APPROVAL SHEET

This is to certify that this research project entitled "**The Role of Project Stakeholder Management on Project Success: The Case of Ethiopian Heritage Authority**" submitted to Addis Ababa University School of Commerce in partial fulfillment of the requirements for the award of Masters of Arts Degree in Project Management compiles with the regulations of the university and meets the accepted standards with respect to originality and quality.

By: Nazrawit Melaku

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DECLARATION

I, the under signed, declare that this Research Project is my original work and has not been presented for a degree in any other University, and that all sources of materials used for the Project Work have been duly acknowledged.

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Name: **Nazrawit Melaku**

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CERTIFICATION

This is to certify that this project work, "**The Role of Project Stakeholder Management on Project Success: The Case of Ethiopian Heritage Authority**" which is undertaken by Nazrawit Melaku in partial fulfillment of the award of Master's degree in Project Management at Addis Ababa University School of Commerce, is an original work of her own and not submitted earlier for any degree either at this University or at any other University.

_____ _____

Solomon M. (PhD) **Date**

Advisor

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA- Analysis of Variance

APM- Association for Project Management

EHA- Ethiopian Heritage Authority

IFC- international finance corporation

PMBOK- Project Management Book of Knowledge

PMI- Project Management Institute

PS- Project Success

PSC- Project Stakeholder Communication

PSE- Project Stakeholder Engagement

PSI- Project Stakeholder Identification

SPSS- Statistical Package for Social Science

UNESCO- United Nations Educational, Scientific and Cultural Organization

ABSTRACT

Dealing with individuals or groups that might have an impact or be affected by the project's activities, contents, or outcomes has long been acknowledged as an important role in project management. Stakeholder management is seen as an essential aspect of management since it controls stakeholder interests through the integration of the project management process, ensuring effective project results and preventing failures. This study aims to examine the role of Project stakeholder management on project success in the case of EHA. The study was carried out on three of the organization's seven core departments, the Heritage Conservation Directorate, the Development Directorate and the Research Directorate. Census was conducted in which questionnaires were sent out to all the 50 experts in these three directorates in order to gather both qualitative and quantitative data. Out of these, 43 of them were returned, resulting in 86% of response rate. Statistical analysis of the collected data was conducted using SPSS version 27 with which descriptive and inferential statistical outputs were generated. The correlation result shows that there is a positively significant relationship between the study variables and regression analysis was used to determine the degree of association and to determine the relationship between the dependent and independent variables. The regression result also shows that project stakeholder identification, communication and engagement have a statistically significant and positive effect on project success. Thus, the researcher strongly recommends making the necessary effort to effectively address project stakeholder management concerns through proper identification, communication and engagement of stakeholders, since it has a substantial impact on the overall project management and success of projects.

Key words: *Project stakeholder management, stakeholder identification, stakeholder communication, stakeholder engagement, project success*

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

A project is a series of distinctive, intricate, and interconnected tasks with a single objective that must be done on schedule, on budget, and in accordance with specifications (Wysocki, 2014). A project is a distinctive, transient undertaking that initiates with the intention of achieving predetermined goals, which might be expressed in terms of outputs, outcomes, or benefits. A project often qualifies as successful if it completes its assigned duties on schedule, within budget, and in accordance with the set objectives (APM, 2012).

Application of knowledge, skills, tools, and procedures to project activities in order to achieve project requirements is known as project management. The project management methods that have been identified for the project are applied correctly and integrated to complete the project. Organizations may carry out projects effectively and efficiently with the help of project management (PMI, 2017).

Project management has 10 knowledge areas. A Knowledge Area is an identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools, and techniques (PMI, 2017). One of these areas of knowledge is project stakeholder management. Stakeholder management requires keen analytical and intuitive skills to identify stakeholders and work with them to understand their expectations and influence upon project success (Bourne & Walker, 2005).

Stakeholder is an individual or group that has an interest in or concern for a company or project. Stakeholders therefore have an interest in projects, have the power to influence projects, and have the potential to be impacted by project. Project stakeholders can be either internal or external. Employees, supervisors, project managers, sponsors, etc. make

up the internal stakeholders. Suppliers, the government, vendors, customers, users, society, shareholders, creditors, etc. are examples of external stakeholders (Chinyio et al., 2009).

Stakeholders can contribute knowledge, insights, and support in shaping a project brief and assisting in its execution, which can be a significant asset. Stakeholder relationship management is a challenging issue that project managers can better address by using any technologies that aid in stakeholder identification and impact visualization (Bourne & Walker, 2005)**.**

To ensure a successful project, the project team must identify the stakeholders, determine their requirements and expectations, manage their influence in relation to the requirements and identify the various factors affecting the stakeholder management (Asma & Sunny, 2018). The involvement of stakeholders is required at each stage of the project life cycle and that cannot be ignored at any cost. The role played by stakeholders in different parts of project management, work breakdown structure, requirement analysis, scope management, schedule management, makes it important to consider stakeholders because they can directly or indirectly impact and influence the proceedings and success of the project (Dwivedi, 2021).

As UNESCO defines it, Heritage is the cultural legacy that is received from the past, lived in the present, and passed on to future generations. Heritage includes, but is much more than, preserving, excavating, displaying, or restoring a collection of old things, both tangible and intangible, in the sense that ideas and memories—of songs, recipes, language, dances, and many other elements—of how people identify themselves and who they are. Though the term embodies all the things listed above, this paper is limited to built-up heritage. Built heritage can be referred to as any building, structure, monument, installation, or remains that is linked to architectural, cultural, social, political, economic, or military history (UNESCO, 2020).

The uniqueness of each project, the unpredictability of physical condition, their age, the construction process, and the engagement of a wide variety of stakeholders make built heritage conservation projects complex. The number of stakeholders involved also grows as projects become increasingly complex. A multi-stakeholder approach to heritage

management raises further doubts and worries because diverse stakeholder participation is challenging to implement (Lui et al., 2021).

Researchers (Amoatey & Hayibor, 2017; Bourne & Walker, 2005) have observed that problems of stakeholder management in construction projects often relate to insufficient engagement of stakeholders, project managers having unclear objectives of stakeholder management, difficulty to identify the “invisible” stakeholder, and inadequate communication with stakeholders.

Infrastructure projects involve numerous entities with various professional and technical backgrounds, as well as diverse degrees and types of project objectives. Furthermore, stakeholders must be managed because they may affect a project in a number of ways, either positively or negatively, whether or not they are antagonistic (Waris et al., 2022). As a result, it is important to pay attention to continual improvement, effective stakeholder management, and satisfaction. It is critical to offer recommendations, pinpoint stakeholder issues, and discover ways to form relationships while creating effective engagement strategies. As a result, this study aims to evaluate the role of project stakeholder management on project success of the Ethiopian Heritage Authority.

1.2 Background of the Organization

The Ethiopian Heritage Authority (EHA), formerly known as the Authority for Research and Conservation of Cultural Heritage, was created on June 27, 2000, as a government organization with legal personality. The authority reports to the Minister of Tourism in the Federal Democratic Republic of Ethiopia. The primary goals of the authority are to carry out scientific registration and supervision of cultural heritage, to safeguard cultural heritage from natural and man-made disasters, to enable the benefits of cultural heritage to contribute to the economic and social development of the nation, and to find and research cultural heritage so that it can be passed down from generation to generation.

The heritage conservation directorate, one of the EHA's seven core directorates, carries out the organization's duties related to heritage conservation and preservation. This directorate is in charge of evaluating the built-up heritages across the nation, proposing technical and

expert conservation solutions, creating conservation methods and designs for conservation projects, and supporting regional governments' built-up heritage conservation initiatives with technical and financial assistance.

The organization has conducted numerous built heritage conservation projects in recent years; however, no research has been conducted to examine the role of project stakeholder management on the success of EHA built heritage conservation projects. As a result, this study adds to the existing body of knowledge by investigating the relationship between project stakeholder management and the success of built heritage conservation projects in Ethiopia. This study will also provide insights into the effectiveness of project stakeholder management processes in the context of heritage conservation in Ethiopia by examining the specific case of the Ethiopian Heritage Authority.

1.3 Statement of the Problem

Every project involves different interests, and those who own these interests are called project Stakeholders. Stakeholder management is one of the most important facets of project management because it has a significant impact on whether a project succeeds or fails (Amoatey & Hayibor, 2017). Consequently, it is a challenge to determine the way to reduce stakeholders' negative impact, enhance their positive effect, strengthen areas of support, and negotiate areas of concern.

According to (Dwivedi, 2021), the project's success depends on the stakeholder's active involvement in it. It starts with the project manager identifying key stakeholders based on their significance, role, and outlook. (Bourne & Walker, 2005) identified that difficulties in accurately identifying key stakeholders and their needs, assessing their impacts, inadequate engagement of stakeholders, unclear stakeholder management objectives, and poor communication with stakeholders were the root causes of stakeholder management issues in projects.

Local government projects are regarded as public sector endeavors, and as such, they present unique challenges. The necessity to fulfill political interests while working in a setting with political rivals and the need to follow bureaucratic protocols, rules, and

regulations are a few examples of these difficulties. One of the factors contributing to the failure of public sector initiatives has been highlighted as generally inadequate stakeholder management paired with poor needs identification (Amoatey & Hayibor, 2017).

Conservation of built heritage is the process of preservation, maintenance and possible enhancement of an existing historically significant structures and sites within their historic, cultural, social, and physical context. Conservation of built heritage is a vehicle for sustaining the identity of a certain place. Ethiopia, as the country were ancient civilization thrived, is wealthy of both tangible and intangible heritages. In order to preserve the meaning they hold to the society the Ethiopian Heritage Authority is responsible for the preservation, conservation and protection of the built up heritages of the country.

According to the preliminary interview with the project engineers of Ethiopian Heritage Authority (EHA), the authority's projects to conserve built-up heritage are significant and they tend to involve several stakeholders. The major problem seen in this organization, regarding stakeholder management, is the lack of stakeholder identification process. Consequently, this has brought difficulty in knowing their needs, in the communication system and in the decision making process. These issues, in turn, have resulted significant project delays, cost overruns, and frequent changes in the project's scope and design.

As far as the researcher’s knowledge, despite the fact that few studies (Ashley et al., 2015a; Eric et al., 2021) look into project stakeholder management of built heritage conservation projects, no research has been conducted on the role project stakeholder management has on built heritage conservation project of Ethiopian Heritage Authority. Thus, this study seeks to fill this gap and provide some insights about how the current project stakeholder management practice of the organization looks like and the role it has on project success.

1.4 Research Questions

- How is the current stakeholder management practice of built heritage conservation projects of EHA?

- What kind of relationship is seen between Project stakeholder management and projects success in EHA's conservation projects?

- What role does Project stakeholder management have on the success of built heritage conservation projects?

1.5 Research Objectives

1.5.1 General Objective

The main objective of the study is to examine the relationship between project stakeholder management and project success of Ethiopian Heritage Authority (EHA)'s built heritage conservation projects.

1.5.2 Specific Objectives

- To assess the stakeholder management practice of EHA

- To examine the relationship between stakeholder management and project success of EHA

- To study the role project stakeholder management has on project success.

1.6 Scope of the Study

Due to resource, time, and capacity limitations, this study only focuses on one of the 10 project management knowledge areas mentioned in the (PMI, 2017) namely project stakeholder management. So, through the collection and analysis of data at a certain point in time, this study specifically aims to analyze the role of project stakeholder management on project success in built heritage conservations projects of EHA. The procedures of identifying stakeholders, communicating with stakeholders, and managing stakeholder engagement on a project in relation to project success are all included in this study.

This study sets out to assess only the project stakeholder management practices EHA thus, the study's geographical scope is limited to the EHA head office in Addis Ababa and it will also be limited to EHA employees working as conservation project leaders or experts.

1.7 Limitation of the Study

There hasn't been enough research done on the subject of how project stakeholder management affects project success in the specific case of conservation projects internationally as well as in Ethiopia. As a result, it was challenging to locate enough materials that are directly relevant to the subject to conduct a conceptual and empirical assessment.

1.8 Significance of the Study

The purpose of this study is to offer pertinent information on how EHA's project stakeholder management impacts project success. The study will also be significant in that it will draw attention to the authority's challenges with stakeholder management and offer potential solutions for enhancing stakeholder management in projects in order to guarantee project success. Also, the study's findings may be used to other initiatives for the conservation of architectural heritage projects. This research may help other researchers as a stepping stone for further in-depth research in the areas of project stakeholder management in built heritage conservation.

1.9 Definition of key terms

Project- is a temporary endeavor undertaken to create a unique product, service, or result (PMI, 2017).

Project Management- is the application of processes, methods, knowledge, skills and experience to achieve the project objectives (APM, 2012).

Stakeholders- any group or individual who can affect or is affected by the achievement of the organization's objectives (Freeman & McVea, 2005)

Stakeholder Management- a process of identifying the people, groups, or organizations that could impact or be impacted by the project and analyzing their expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution (PMI, 2017).

Project success- Project success is understood as the attainment of objectives and targets that have been well set before, but measured when the project is closed (Irfan & Hassan, 2017)

Heritage- a cultural legacy from the past, what is lived with today, and what is pass on to future generations (UNESCO, 2020).

Built Heritage- is considered as any individual or group of buildings, structures, monuments, or installations, or remains, which are associated with architectural, cultural, social, political, economic, or military history (*Built Heritage*, 2016).

Built Heritage conservation- Conservation of built heritage is the process of preservation, maintenance and possible enhancement of an existing historically significant structures and sites within their historic, cultural, social, and physical context (Rani et al., 2018).

1.10 Organization of the Study

The following five chapters make up this research paper. The context of the study, the organization's history, the issue statement, the research questions, the study's goals, its scope, its limitations, and its importance are all included in Chapter One. The second chapter reviews relevant theoretical and empirical literature on the subject. The research design and technique are covered in detail in Chapter Three, along with the population of the study, the method of data analysis, the validity and reliability analysis, and the ethical considerations of the research. The presentation, analysis, and discussion of the study's findings are all included in Chapter Four. On the basis of the research findings, Chapter Five concludes with recommendations and a suggestion for additional study.

CHAPTER 2

REVIEW OF RELATED LITERATURE

2.1 Theoretical Review

2.1.1 Stakeholder

The term stakeholder has been defined by various scholars and authors. The PMBOK (PMI, 2017) defines stakeholders as individuals and organizations who participate in the project or whose interests may be affected favorably or unfavorably by the project's execution or successful completion.

In the last 20 years, and particularly in the last decade, the term "stakeholder" has taken a prominent position in public and nonprofit management theory and practice describing people, groups, or organizations that frontline workers, managers, and leaders must somehow take into account (Bryson, 2003). One of the pioneer who have done various works related to the concept of stakeholder (Freeman & McVea, 2005), defined stakeholders as any group or individual who can affect or is affected by the achievement of the organization’s objectives.

(Bourne & Walker, 2005) also define stakeholder as someone affected by a project and having a moral (and perhaps a non-negotiable) right to influence its outcome. An organization's activities have an impact on stakeholders and are in turn affected by them. Stakeholders have the power to influence an organization's operations, objectives, growth, and even survival. Stakeholders are advantageous when they assist in achieving project objectives, and they are adversarial when they disagree with its mission (Chinyio et al., 2009).

In order to effectively involve stakeholders in project choices and execution, it is necessary to identify the individuals, groups, or organizations that potentially have an impact on or be affected by the project. It is also necessary to examine stakeholder expectations and their impact on the project. The processes help the project team to analyze stakeholder

expectations, determine how much they influence or are affected by the project, and create strategies for effectively including stakeholders in project choices, planning, and task execution (PMI, 2017).

2.1.2 Stakeholder Management

Stakeholder Management is considered an important management function since it ensures successful project outcomes and avoids failures by managing the interest of stakeholders through the integration of the project management process (Waris et al., 2022). Dealing with people or organizations that could influence or be influenced by the project's activities, contents, or consequences has long been recognized as a crucial responsibility in project management. Yet, a lot of concerns with regard to stakeholders can be seen, and a lot of projects are defined by the fact that stakeholders' expectations are not appropriately taken into account or met, particularly because different stakeholders may define project success elements differently (Eskerod et al., 2015).

According to (Chinyio et al., 2009) stakeholder management focuses on the relationships between an organization and its stakeholders. Both positive and negative effects of these partnerships are felt by both people and organizations. Stakeholders must be managed to minimize any negative effects and make sure they do not prevent people or organizations from achieving their objectives.

(Eskerod & Jepsen, 2013) state that since the aim of project stakeholder management is to enhance the likelihood of project success, it involves of all the purposeful activities carried out in connection to the project stakeholders in order to bring about project success. Project stakeholder management should enable and encourage the project stakeholders to contribute when and how they are needed.

The project's purpose should be to identify and oversee stakeholder satisfaction. Focusing on ongoing communication with all stakeholders, including team members, is the key to effective stakeholder engagement. This will make it possible to better understand their needs and expectations, address problems as they arise, manage competing interests, and

encourage appropriate stakeholder engagement in project decisions and activities(PMI, 2017).

Throughout the life cycle, Stakeholder management and engagement that is well-planned and skillfully carried out achieves a number of fundamental goals. For primary stakeholders, it aims at least to ensure that the project goal is attained within the allotted budget, time, and other constraints, and to the client's satisfaction. For secondary stakeholders, it aims to reduce or, if possible, eliminate any current opposition to the project, prevent the emergence of opposition in the future, and enable the project (A. Z. Khan et al., 2019). When stakeholders' opinions, roles, allegiances, etc. change throughout the course of the project's life cycle, stakeholder management becomes more complicated. Therefore, the stakeholder management steps must be repeated throughout the life cycle (APM, 2012).

Building an understanding that fosters respect and trust and can result in productive working relationships is essential. According to (Karlsen, 2002), a significant factor in a project's success is the effective management of the relationship between the project and its stakeholders.

Stakeholder management is a vital activity, even on the smallest of projects. Project managers, using simple procedures and investing a modest effort, can make a big difference to the eventual success of the project simply by understanding the stakeholders and what they want (APM, 2012). According to (Riahi, 2017) there may be various types of stakeholders, each with their own needs, aims, and ambitions, depending on the project's size and type. A capable project manager is aware of the crucial effects stakeholders may have on the project's progress, both positively and negatively. The likelihood that the project will produce deliverables on time and within budget will be increased by rigorous stakeholder analysis and a careful communication plan.

A construction project typically has a long number of stakeholders, including the facility owners and users, project managers, facilities managers, designers, shareholders, legal authorities, employees, subcontractors, suppliers, process and service providers, competitors, banks, insurance companies, media, community representatives, neighbors,

general public, government establishments, visitors, customers, regional development agencies, the natural environment, and more. Each of these would eventually have an impact on how a project develops. Some exert their power more frequently than others. If there are a variety of stakeholders involved in construction projects, the sector should be able to manage them.(Chinyio et al., 2009)

According to (Dwivedi, 2021), identifying the most crucial and vital stakeholders at the outset of the project and assuring their knowledge, qualities, and information is a must for the project's success. The stakeholder's involvement in a project varies depending on the area and stage it is in, including project planning, requirement analysis, scope management, work breakdown structure management, schedule management, etc. Consequently, it may be crucial to involve project stakeholders at every stage of the project life cycle, but particularly during planning and requirement analysis.

2.1.3 Stakeholder Classification

Stakeholders can be classified in various ways based on their level of involvement, interest, and impact on a particular organization or project. Stakeholder classification is vital in order to set out criteria for prioritizing their respective relevance (Mainardes et al., 2012).

Stakeholders can also be categorized as **Primary** and **Secondary** stakeholders based on their stakes in project. According to (Chinyio et al., 2009) a primary stakeholder group is one without which a corporation cannot continue to operate as a going concern, whereas secondary stakeholders are those that have an impact on or are affected by a company but are not necessary to its survival.

(Mainardes et al., 2012) presents primary stakeholders as groups who are directly related to the organization through formal and official contractual agreement. This group is composed of clients, suppliers, employees and shareholders. Secondary stakeholders are not bounded by formal contacts. Government and the local community can be good example of this group.

Based on their participation in the project, stakeholders can be divided into **Internal** and **External** stakeholders. Internal stakeholders that is those who are members of the project

coalition or who provide Finance whereas, External stakeholders are those affected by the project in a significant way (Chinyio et al., 2009).

Primary stakeholder involvement in the project is usually voluntary and through it these stakeholders seek to maximize their net gain which they may assess in monetary terms and/or also in terms of other considerations deemed of importance to them (A. Z. Khan et al., 2019).

(Mitchell et al., 1997) categorized stakeholders based on their possession of the attributes of legitimacy, urgency, and power. Stakeholders can be divided into several sorts based on whether they exhibit these three characteristics, and each type of stakeholder requires a particular level of attention.

Dormant: those stakeholders who have the power attribute, but who have no urgent demand or legitimate relationship with the firm.

Discretionary: involve those stakeholders whose relationship is only legitimate, but who do not possess the power to influence or whose claims are not urgent.

Demanding: include stakeholders who neither possess legitimacy nor power but have urgent demand.

Dominant: include those stakeholders who have legitimate claims on the firm and they have the power to act upon these claims.

Dependent: those stakeholders with urgent demand and legitimate claim, but who have no power to influence whether their demand will be met.

Dangerous: involve those stakeholders with an urgent claim and power, but who have no legitimacy to make those demand, and hence can finish being coercive/dangerous.

Definitive: This includes those stakeholders who possess all the three attributes, i.e. the power, urgency and legitimacy. These stakeholders have considerable

influence of all other stakeholders, and therefore, their claims should be dealt with the highest attention and priority for the organization.

Other: those stakeholders who possess none of the attributes, but who could still be, in one way or another, be influenced by the activities/outcomes of the project.

2.1.4 Stakeholder Management Process

In order to effectively involve stakeholders in project decisions and execution, it is necessary to identify the individuals, groups, or organizations that could have an impact on or be affected by the project. It is also necessary to analyze stakeholder expectations and their impact on the project. The processes that are undergone help the project team analyze stakeholder expectations, determine how much they influence or are affected by the project, and create strategies for effectively involving stakeholders in project decisions, planning, and work execution (PMI, 2017).

According to (PMI, 2017) The stakeholder management process comprises four main steps

- Identify stakeholders;
- Plan Stakeholder Engagement;
- Manage Stakeholder Engagement;
- Monitor stakeholder engagement,

Figure 1 Stakeholder Management Process

Source (PMI, 2017)

2.1.4.1 Identifying Stakeholders

According to (IFC, 2007) identification of stakeholders is the first step in the stakeholder management process and it helps in determining who your project stakeholders are, and their key groupings and sub-groupings. It is the process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success (PMI, 2017).

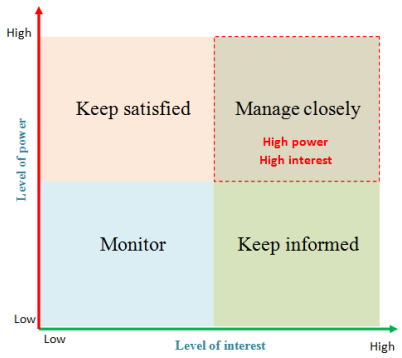
According to (Eskerod & Jepsen, 2013) recognizing each and every individuals and groups that the project process or project deliverables could impact is the starting point of the stakeholder analysis. It is important to identify both present and potential stakeholders. Usually, at the start of a project, the stakeholder matrix is generally not clearly defined. As a result, the identification process should be done numerous times throughout the project.

Every organization has a wide range of stakeholders, many of whom have conflicting interests, therefore it is impossible to satisfy their wants and demands. Additionally, organizations cannot and do not communicate with all stakeholders equally or treat them similarly. Consequently, it makes sense to list and order stakeholder groups. Organizations must also assess the possible influence that stakeholders may have on a given issue and acknowledge that the influence of different stakeholder groups varies over time, depending on context and environment (Park & Lee, 2015).

The identification of stakeholders is based on data gathered from the project charter, procurement documents, environmental factors of the business and organizational assets (Riahi, 2017). The people who are responsible for the identification process should develop a shared understanding of who the stakeholders are. A Project Stakeholder Register should be used to store the data for future usage (Eskerod & Jepsen, 2013). (Bourne, 2006) suggests identifying mutuality defined in terms of "understanding what each stakeholder requires from the project as well as the significance of the stakeholder to the project. Asking this question establishes the nature of the relationship between the project and the stakeholders and ensures that project managers understand both groups' needs."

According to (APM, 2012) a stakeholder map is a table that typically displays the stakeholders and their areas of interest. Stakeholders typically fall into one of the following categories: those who execute the work, those who are impacted by it, owners, shareholders, and customers, as well as statutory and regulatory agencies. Following that, each stakeholder will be categorized based on its possible influence. This is typically depicted in a matrix that uses a straightforward scale, such as low/medium/high, to evaluate interest and influence. Key stakeholders are sometimes defined as those who have the power to directly influence the outcomes or benefits.

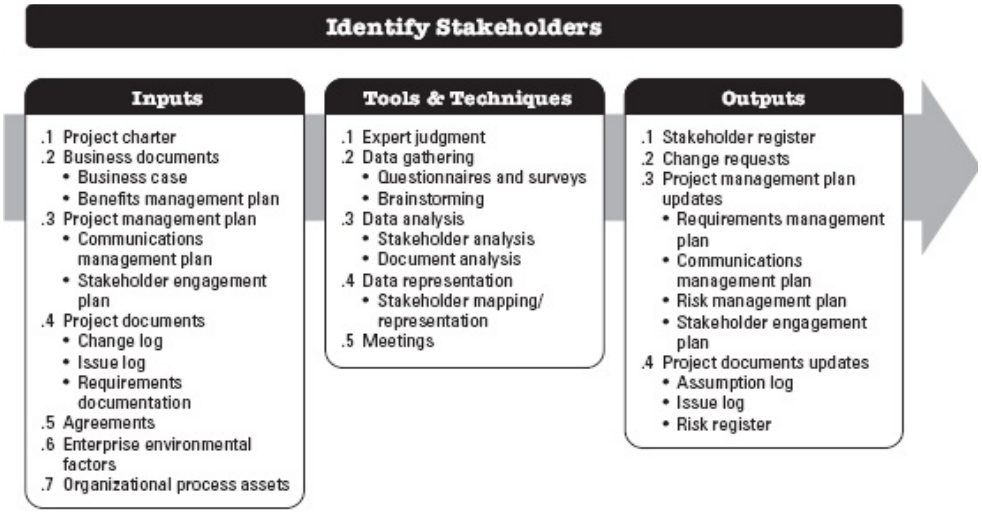
Figure 2 Power-Interest Matrix



Source (Riahi, 2017)

The project management book of knowledge depicts the inputs, tools and techniques, and outputs of the process as seen on the picture below.

Figure 3 Identify Stakeholders: Inputs, Tools and Techniques and Outputs



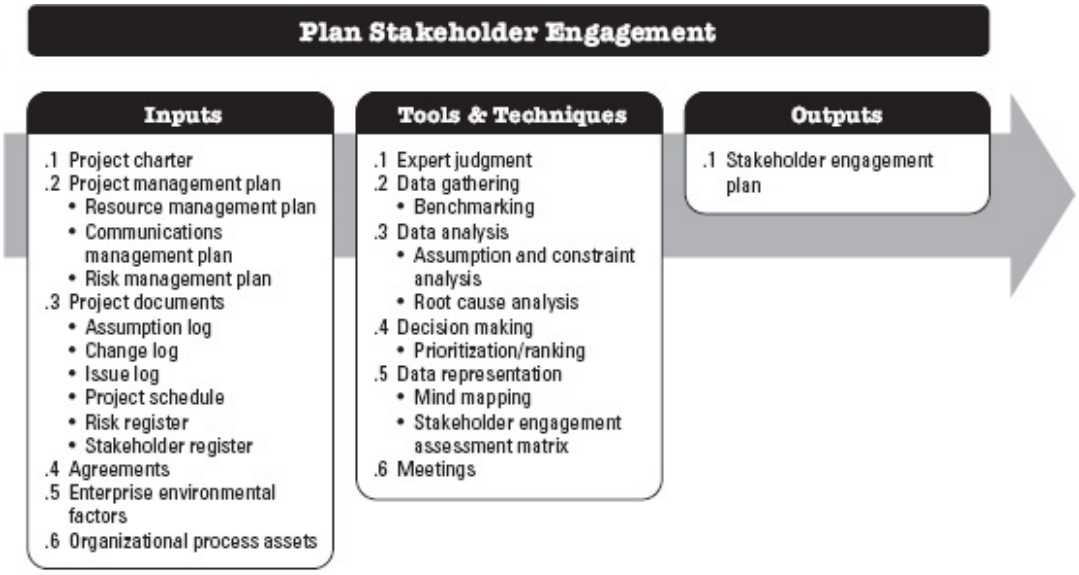
Source (PMI, 2017)

2.1.4.2 Planning Stakeholder Engagement

Developing strategies to incorporate project stakeholders based on their requirements, expectations, interests, and potential effects on the project is known as planning stakeholder engagement. The main advantage is that it offers a workable strategy for engaging stakeholders in productive dialogue. As necessary, this procedure is carried out on an ongoing basis throughout the project (PMI, 2017).

Good stakeholder plans originate from: an understanding of the interest, motivational factors, and attitudes of stakeholders, and an understanding of their power to influence the project. Identification of stakeholders helps as an input for planning the stakeholder engagement.

Figure 4 Plan stakeholder engagement: Inputs, tools and techniques and outputs



Source (PMI, 2017)

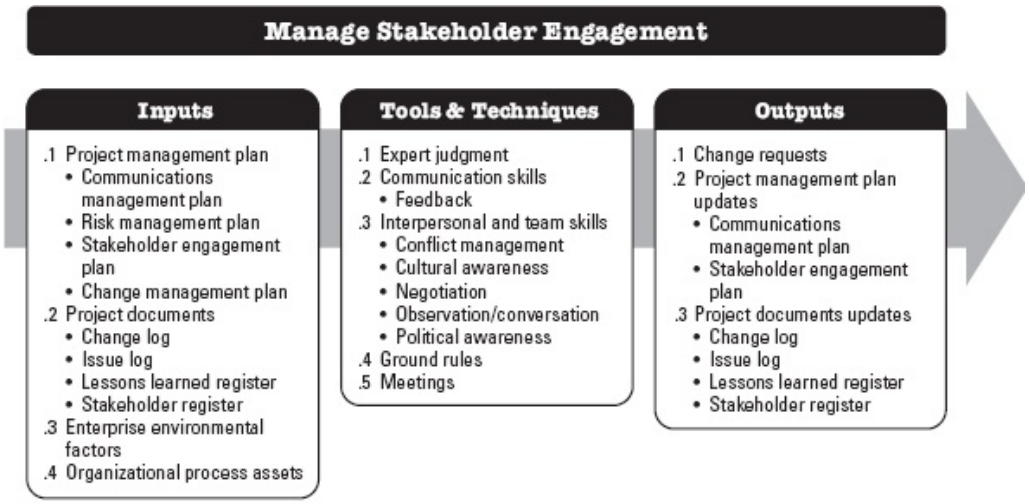
2.1.4.3 Manage Stakeholder Engagement

The practice of engaging with stakeholders to satisfy their needs and expectations, resolve problems, and promote proper stakeholder involvement throughout the project is known as managing stakeholder engagement. The primary advantage of this process is that it enables

the project manager to boost support while minimizing opposition from stakeholders (PMI, 2017).

(Bourne, 2006) claims Building and maintaining relationships depend on efficient communication, which is also necessary to keep all stakeholders' support and dedication. The quality of the relationships built by efficient, frequent, scheduled, and ad hoc communication with all project stakeholders is correlated with project success. Project meetings, project plans and reports, informal talks, and formal presentations are all appropriate communication tools.

Figure 5 Manage stakeholder engagement: Inputs, tools and techniques, and outputs



Source (PMI, 2017)

2.1.4.4 Monitor Stakeholder Engagement

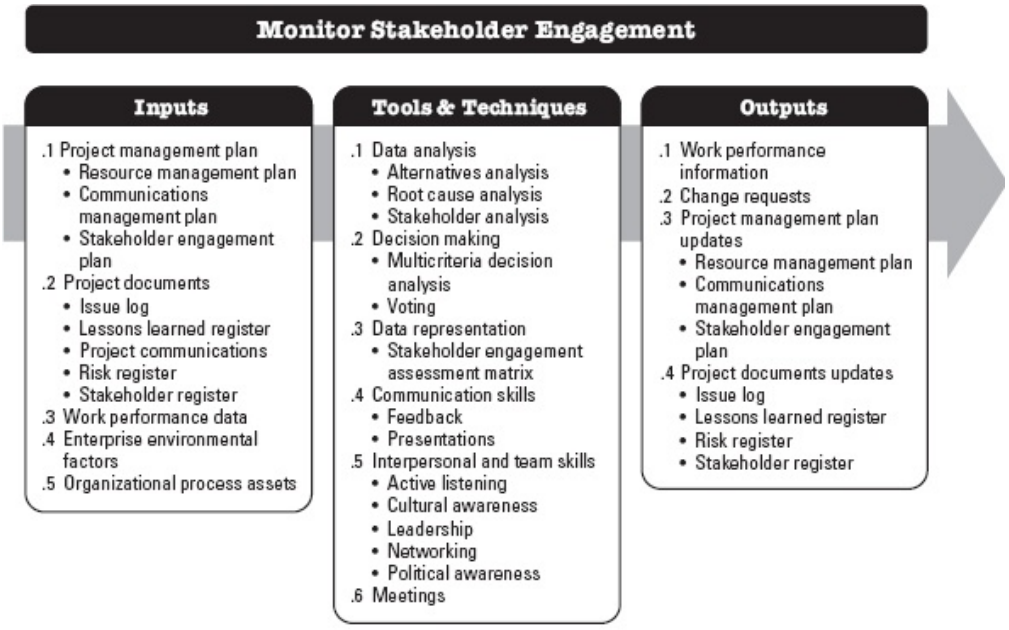
According to (PMI, 2017) monitoring stakeholder engagement is the process of closely observing project stakeholder relationships and adapting strategies for engaging stakeholders through modification of engagement strategies and plans. The key benefit of this process is that it maintains or increases the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes.

Maintaining continuing relationships in the form of active communication systems will provide project managers with the necessary early warning systems they need to recognize the danger signals indicating that trouble possibly exists among senior stakeholders. These

danger signals can take many forms, such as interfering in the business of the project without consultation, not providing support when needed, poor communication links caused by too many reporting levels between the project manager and the senior stakeholder, and unfounded promises or commitments(Bourne, 2006).

(Eskerod et al., 2015) suggest that involving stakeholders on an extended level is necessary within a management for stakeholders approach, because otherwise it is not possible to really get to know their requirements, needs, wishes, and concerns.

Figure 6 Monitor stakeholder engagement: Inputs, tools and techniques, and outputs



Source (PMI, 2017)

2.1.5 Stakeholder Communication

Communication is the art and science of structuring and conveying information in a way that is understandable to others. Every project's success within an organization depends on effective stakeholder communication. A carefully thought-out communication method aids in sustaining positive relationships between the organization and all of its stakeholders (Chinyio et al., 2009).

Communication activities, such as meetings and presentations, as well as artefacts, such as emails, social media, project reports, or project documentation, are used to describe the potential methods through which information may be transmitted or received. The majority of a project manager's time is spent talking with team members and other project stakeholders, both inside and outside of the organization (at all organizational levels). Effective communication builds a bridge between diverse stakeholders who may have different cultural and organizational backgrounds as well as different levels of expertise, perspectives, and interests (PMI, 2017).

Stakeholder communication of projects emphasizes on making sure that all relevant stakeholders have a clear understanding of the concepts and ideas. It is a sign of understanding. Communication can take place through a variety of methods. The project manager should communicate via means other than only verbal and written language. Nonverbal signs and emotions are also part of communication (Roeder, 2013).

Figure 7 Types of communication

Source (Collidu.com

2.1.6 Project Success and Stakeholder Management

The classic definition of project success is "on time, within budget, to specification" completion, success of the generated product, or success in accomplishing the project's business objectives. But, the validity of these indicators is frequently disputed, making it challenging to ascertain whether there is indeed a problem. Another difficulty is that, like

quality, views of success fluctuate depending on the viewpoint of the stakeholder and the length of time since project completion (PMI, 2017).

Project success is both subjective and objective and varies across the project and product life cycle, and involves various stakeholders. To the sponsor, this may be the achievement of stated benefits defined in the business case. The project manager sees it from the perspective of meeting scope, time, cost and quality objectives in the project management plan. The project management process considers time, cost, quality, technical and other performance parameters, legal, and environment as constraints, which are seen as objectives for project success (Dakas, 2014). These success criteria are directly or indirectly related to the stakeholders, since they are the one to set the objectives in the first place.

It's crucial to involve the stakeholders in the projects and also understand their needs and requirements to ensure project success. In mega infrastructure projects, one of the main causes of project failure is the failure to manage the stakeholders (Ismail et al., 2019). According to (Karlsen, 2002), in construction projects, poor stakeholder management could cause many negative impacts such as "poor scope and work definition, insufficient resources assigned to the project in terms of quantity and quality, poor communication, changes in the scope of work and unforeseen regulatory changes".

According to (Bourne, 2006) "Project success is linked to the strength of the relationships created by effective, regular, planned and adhoc communication with all members of the project's stakeholder community." The main goal of a project is to deliver benefit to its stakeholders. Stakeholder benefits are the driver for the project and achievement of stakeholders' objectives is the driver for project success (Rajablu et al., 2015). (Eskerod et al., 2015) confirm the importance of stakeholders by stating that a "project can only be successful if stakeholders are first motivated and in return have contributed to the project."

2.1.7 Stakeholder Management on Built Heritage

In terms of built heritage, identifying stakeholders is important since it influences "who" and "what" matter in the creation and maintenance of good heritage management. Heritage conflicts can arise on a variety of fronts, such as power vs. weakness, preservation vs. exploitation, economic/social benefit, and cultural and/or environmental degradation. In order to improve planning quality, lessen the possibility of conflict, ensure that strategies endure over time, increase community ownership of heritage through education, and increase trust in heritage management, all stakeholders must be involved in built heritage planning (Eric et al., 2021).

According to (Ashley et al., 2015b) though the idea of integrating the historic, cultural, social, and physical contexts in the conservation of built heritage has been almost universally accepted for over thirty years, it has been acknowledged more recently that to achieve an integrated conservation approach it is necessary to include stakeholder participation and coordination. How this might be done is less established. The means of enabling local involvement are poorly understood and in practice local stakeholders are often excluded from the conservation of their built heritage.

Conflict between stakeholders in heritage conservation projects is common. Conflicts arise amongst stakeholders as a result of conflicting objectives, perspectives, and methodologies. In order to solve this, Freeman's stakeholder theory promotes the innate need to "manage" stakeholders in order to increase performance and profits. It is clear from the problems raised above that each stakeholder group has its own agenda, and that this influences their choice for and decision regarding a particular course of action. Project Managers need to understand that stakeholder interactions are intricate and interconnected, therefore the first step must be to map the stakeholders in heritage management and determine how each one affects decisions at various phases of the management process (Eric et al., 2021).

2.1.8 Significance of Stakeholder Management

Stakeholder management is significant because it involves identifying, evaluating, and managing the interests and needs of different stakeholders that can significantly impact or be affected by an organization's decisions and actions. Stakeholders, whether or not they are antagonistic, must be managed since they affect a project in a number of ways, either positively or negatively. (Waris et al., 2022)

Studies of high-profile project failures have shown the value of an organized method for identifying, prioritizing, and involving all stakeholders. The success or failure of a project may depend on the project manager's and team's ability to accurately identify and involve all stakeholders. As soon as the project charter is authorized, the project manager is chosen, and the team is assembling, the process of stakeholder identification and engagement should start in order to maximize the likelihood of success (PMI, 2017).

Well-designed and skillfully executed stakeholder management and engagement fulfills several fundamental objectives: for primary stakeholders it aims at least to ensure realization of the project goal within cost, time and other constraints and to the satisfaction of the client while for secondary stakeholders it seeks to diminish or if possible to eliminate existing opposition to the project and to prevent the emergence of opposition in future, and to enable the project to benefit as much as possible from its secondary stakeholders through utilization of their goodwill, knowledge, experience, show of support, and all other forms of practical assistance that they are able and willing to apply for the project (A. Khan et al., 2019).

According to (Waris et al., 2022) numerous parties with various professional and technical backgrounds, as well as diverse degrees and types of project objectives, are involved in infrastructure projects. Effective stakeholder management enables organizations to build and maintain positive relationships with these stakeholders and enhance their engagement, trust, and support.

2.2 Empirical Review

This section tries to review empirical studies on the role of project stakeholder management on projects success. Since there is a limited resource related to stakeholder management in the conservation of built heritage projects, the researcher has decided to include construction projects as the study subject considering their similarities with conservation of built heritage.

In their study, Amoatey and Hayibor, have identified the critical success factors (CSFs) for effective project stakeholder management at the local government level in Ghana from the perspectives of various stakeholder groups, namely, clients, consultants, contractors, DPs, NGOs and community members. The study adopted Qualitative approach and conducted a survey to collect data. Purposive sampling was used in selecting the sample which comprised 120 respondents from different stakeholders mentioned above were selected through purposive sampling. Results from the study indicated that the critical factors that contribute to the successful stakeholder management include: communicating with and engaging stakeholders; identifying stakeholders properly; formulating a clear project mission statement, keeping and promoting good relationships; and analyzing stakeholder conflicts and coalitions (Amoatey & Hayibor, 2017).

Omer Berkay Dagli studied the relationship between stakeholder management and project success. In his study, he concluded project stakeholders should always be considered as a Two-sided coin. They are both the object and the subject and even though they pose potential threats to the project, project managers should take into account the opportunities that stakeholders could provide. He also suggested that whatever strategy is followed, it should not be forgotten that stakeholder management should be included in the project at every phase of the project life cycle (Dagli, 2018).

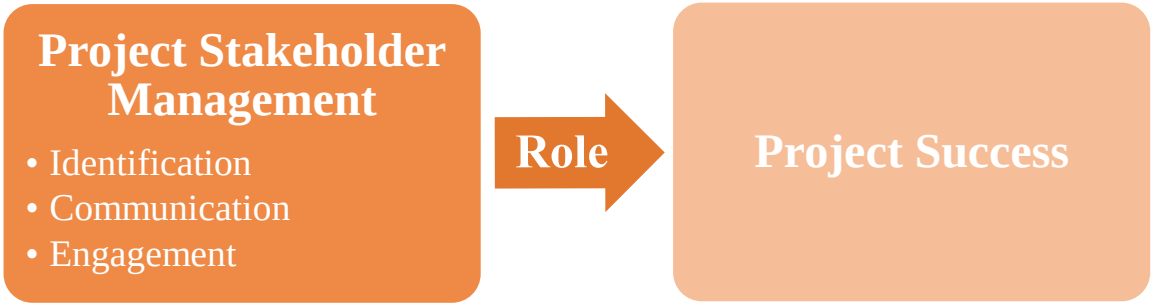
A study on project stakeholder management was undertaken by Nauman and Piracha in an effort to understand the perspective of developing countries. The key success factors (CSFs) approach was used in the study to pinpoint the crucial elements of project stakeholder management. The findings showed that the most crucial element for effective project stakeholder management is identified as exploring stakeholders' demands and

restrictions to projects, while maintaining and fostering positive relationships via building trust and commitment among stakeholders came in second. Identification of stakeholders, effective and frequent communication with engaged stakeholders, analysis of conflicts and formation of coalitions among stakeholders, and formulation of appropriate strategies to deal with various stakeholders were some of the other significant factors that were shown to contribute to the success of stakeholder management (Nauman & Piracha, 2016).

C.W. Eric, Angela Lee and Mui Lim, in their study "Stakeholder Preference Mapping: The Case for Built Heritage of Georgetown, Malaysia" tried to see the different roles and influence of stakeholders on a heritage conservation project. This research used a stakeholder preference mapping approach. Virtual Stakeholder Groups (VSG) were identified and stakeholder's significance impacts were measured using the RIBA Plan of Work 2013 to determine in-depth consideration of each stakeholder's power and interest against differing stages of a heritage project. Using Georgetown as the case study the researchers have identified six groups of stakeholders, namely 'Extremist', 'Expert', 'Economic', 'Social', 'Governance' and 'Tourists'. The researchers claimed that having the understanding of the different roles and influence by each stakeholder will enable an efficient engagement with stakeholders towards better management of heritage sites despite the often diverse and competing needs of the various stakeholders (Eric et al., 2021).

2.3 Conceptual Framework

The researcher developed this conceptual framework from the review of related literature.



CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

This chapter focuses on research design, research approach, Target population, research instruments, data collection, analysis procedures, and finally validity and reliability, as well as ethical considerations for the study, in order to discuss the procedures to be used in conducting the study.

3.1 Research Design and Research Approach

A research design is an arrangement of conditions for data collecting and analysis that seeks to balance procedural economy with relevance to the study goal (Kothari, 2004). In order to address the research questions and the objectives, the researcher used explanatory research designs. Explanatory designs are valuable when studies are meant to observe relationships between different variables. Examining a situation or a problem to explain the relationship between variables would be the outcome of an explanatory study. The relationship between the stakeholder management and project success was studied using this design. (Kothari, 2004). Inferential analysis was also used to learn about the relationship between project stakeholder management and project success and the effect stakeholder management has on project success.

This study used mixed research approach. Qualitative method was used to assess stakeholder management practice in EHA and the respondents perceptions was collected and analyzed. Quantitative method was applied to study the relationship between the dependent and independent variables. The researcher chose this approach to increase the overall strength of a study (Bryman, 2012).

3.2 Data Types, Sources and Methods of Data Collection

This study used both primary and secondary data. The primary data was collected through self-completion questionnaire. The survey questionnaire is partly constructed on the basis of previously tested work of (Ashenafi, 2020), (Negash, 2020), (Mekuria, 2020),

(Demissie, 2021) and the reviewed literature from PMI (2013). It comprises of both closed and open ended questions. The closed ended questions have a five scored Likert scales to provide respondents a wider range of alternatives with the statement strongly agree to strongly disagree. The secondary data was collected through document analysis reports, projects record, books, journals and online information.

3.3 Description of study variables

If one variable depends upon or is a consequence of the other variable, it is termed as a dependent variable, and the variable that is antecedent to the dependent variable is termed as an independent variable (Kothari, 2004). In the case of this paper, the variables studies are "project stakeholder management" of built heritage conservation projects of EHA as an independent variable and "project success" as the dependent one.

Dependent variable

Project success is measured in terms of completion of projects within the defined Scope, time, budget and quality.

Independent variable:

Stakeholder identification is the process of recognizing, analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.

Stakeholder communication is means structuring and conveying information in a way that is understandable to all stakeholders in order to be able to address their needs and to let them know their responsibilities.

Stakeholder engagement is the practice of involving stakeholders to satisfy their needs and expectations, resolve problems, and promote proper stakeholder involvement throughout the project.

3.4 Target Population

The organization under study is the Ethiopian Heritage Authority (EHA), a government authority that is in charge of cultural heritage research and conservation across Ethiopia and this study was carried out on three of the organization's seven core departments, the Heritage Conservation Directorate, the Development Directorate and the Research Directorate. The 50 experts in these departments are responsible for evaluating the condition of built-up heritage at the regional level, suggesting technical and professional conservation solutions, developing conservation methods and designs for work implementation, providing technical support, and, after the conservation work is completed, preparing a document and report on the materials used, techniques used, and the overall process of the conservation project.

This study's population included all 50 experts and managers in the three directorates. The study is focused on this population because they are the designers and implementers of heritage conservation projects throughout Ethiopia and have a thorough understanding of the stakeholder management of built heritage projects and its impact on project success.

Census was conducted for this study since the item in the population is completely enumerated. (Kothari, 2004) claims that in such an inquiry, when all items are covered, no element of chance is left and highest accuracy is obtained.

3.5 Data Analysis and Presentation

This research used both qualitative and quantitative methods of data analysis to meet its objectives. The quantitative data from the survey questionnaire was sorted and analyzed with the help of SPSS software. Inferential analysis was carried out to study the relationship between the independent variables and the dependent variable. On the other hand, the qualitative data was analyzed based on the content matter of the responses by grouping responses with common themes together, relating with literature and checking its consistency with the quantitative data set. The data are presented and elaborated by using descriptive statistical tools such as frequency, percentages and mean scores.

3.6 Reliability and Validity

Validity and reliability of scores on instrument lead to meaningful interpretations of data, therefore, this study made sure to test variables.

3.6.1 Validity

Validity refers to both the extent to which a test measures and what it promises to measure (Dubey & Kothari, 2022). This indicates that validity refers to the extent to which variances detected by a measurement tool represent genuine variations among the test subjects. Construct validity, one of the six types of validity, describes how closely a measurement tool matches and logically ties to the underlying theory. Variables must be quantified before they may be related to one another in a questionnaire. For assertions of relationship to have any meaning, each measurement must, in some sense, validly measure what it is intended to measure. In other words, when items are grouped into the same scale in the questionnaire, they are likely to assess something similar. The item-scale correlations provide an evaluation of this. The scale score is then estimated by adding the item scores. This sort of connection is described by a Pearson product moment correlation coefficient.

3.6.2 Reliability

Dubey & Kothari (2022) defined reliability as the degree to which the measurement or scale is consistent or dependable. It is believed that when a measurement method' results are repeatable, the measurement device is accurate. Additionally, it is the extent to which a specific measurement findings are consistently produced, and the instruments are error-free. The researcher used the Cronbach's Alpha (α) to estimate reliability of the instrument. The Coefficient alpha may be thought of as the mean of all possible split-half coefficients.

Coefficient alpha varies between 0.00 (no internal consistency) and 1.00 (complete consistency), as with all reliability estimates. As the estimate gets closer to 1.00 it indicates the instrument is highly reliable. Table 3-1 shows the coefficient alpha values of the variables measured by using SPSS 27. All the alpha values for each variable is above 0.7 indicating that the designed instrument was acceptable.

Table3-1 Cronbach's alpha

Variables	No. of items	Cronbach's Alpha	Strength of Association
Project Stakeholder Identification	6	0.723	Good
Project Stakeholder Communication	7	0.822	Very good
Project Stakeholder Engagement	6	0.756	good
Project Success	4	0.768	good

Source (SPSS, 2023)

3.7 Model specification

This study employed multiple regression analysis to study the relationship between stakeholder management and project success. Regression is the determination of a statistical relationship between two or more variables. In multiple regression, there are two or more independent variables that are the cause of the behavior of the dependent variable (Kothari, 2004).

$$Y = \beta_{\circ} + \beta X_1 + \beta X_2 + \beta X_3 + \varepsilon$$

Where Y = dependent variable -Project success

X_1, X_2, and X_3= independent variables- project stakeholder identification, project stakeholder communication, and project stakeholder engagement respectively

$\beta_{\circ}$ = the intercept, the constant

β = is the regression coefficient of the independent variables

ε = standard error, factors other than x that affect y

3.8 Ethical Considerations

This study contemplates all of the ethical considerations that must be taken in academic research. The study's objective is totally academic and participants' consent was asked beforehand. Participants' privacy and anonymity, voluntarism, objectivity, confidentiality and was kept. During the questionnaire procedure, no alterations or changes was performed. The study results are dependent on the data provided by respondents as well as the qualitative data acquired through interviews, and the method is realistic and free of bias. Also, the researcher obtained the consent of the interviewees and kept the information acquired for the study confidential.

CHAPTER 4

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents results and analysis of the findings. It has sections presenting the tests for assumptions of the linear regression model, descriptive statistics and correlation results and regression results.

50 questionnaires were sent out to the experts in the organization. Out of these, 43 of them were returned, resulting in 86% of response rate. The collected data were statistically analyzed using SPSS version 27. Correlation and regression analysis was used to determine the degree of association and to determine the relationship between the dependent and independent variables.

4.2 Demographic Information of the Respondents

This section is designated to provide demographic profile of the respondents in terms of frequencies and percentages. The questionnaire was given out solely on the basis of the participation of the respondent in the 3 directorates of the EHA involved in built heritage conservation projects. Therefore the demographics distributions only depict that of the EHA.

4.2.1 Gender of the Respondents

The first of the demographic information gathered from the questionnaire is the gender of respondents. Based on the data gathered we can infer that the respondents are predominantly male. The male population is approximately 2/3rd of the entire respondent population which indicates that there is an imbalance in the number of female and male respondents. The data shows that the majority of the people participating in the heritage conservation sector of the EHA directorates considered in this research are male. Although

this is true, it's worth noting that the sample size of female respondents is still large enough to potentially draw meaningful conclusions.

Table 4-1 Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	11	25.6	25.6	25.6
	Male	32	74.4	74.4	100.0
	Total	43	100.0	100.0	

Source (SPSS survey 2023)

4.2.2 Age of the Respondents

The age distribution of the sample is relatively diverse with respondents spanning across three different age groups. The largest group of respondents (39.5%) falls within the age range of 20-30 years old. The second largest group (32.6%) ranges between 31-40 years old. Finally, the smallest group of respondents (27.9%) falls into the age range above 50. The distribution shows that the representation of the age groups is more or less similar.

Table 4-2 Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	17	39.5	39.5	39.5
	31-40	14	32.6	32.6	72.1
	>50	12	27.9	27.9	100.0
	Total	43	100.0	100.0	

Source (SPSS survey 2023)

4.2.3 Educational Level of the Respondents

The other demographic information is the educational level of the respondents. 86% of the respondents have a bachelor's degree or more while the remaining 14% only have a diploma. This indicates that the people involved in the conservation projects have the ability to understand and implement stakeholder management.

Table 4-3 Educational Level of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	6	14.0	14.0	14.0
	BA/BSc	20	46.5	46.5	60.5
	MA/MSc	14	32.6	32.6	93.0
	Ph.D	3	7.0	7.0	100.0
	Total	43	100.0	100.0	

Source (SPSS survey 2023)

4.2.4 Work Experience of the Respondents (years)

The years of experience of the respondents spans over four groups. This demographic factor plays a vital role on the interpretation of the response and relevance of the respondents. The majority of the respondents (51.2%) have an experience of 6-10 year. Only 27.9% of respondents has an experience of 0-5 years, while 14% has an experience of more than 15 years. The remaining 7% have 11-15 years of experience. This indicates that the respondents are well experienced and can give us a response relevant to understanding the project management related to heritage conservation.

Table 4-4 Years of Experience of the Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	12	27.9	27.9	27.9
	6-10	22	51.2	51.2	79.1
	11-15	3	7.0	7.0	86.0
	>15	6	14.0	14.0	100.0
	Total	43	100.0	100.0	

Source (SPSS survey 2023)

4.2.5 Respondents' Position in the Projects

The data collected from the questionnaire reveals that 14% of the respondents are project team members, followed by 11.6% of respondents who are project coordinators. The remaining 74.4% of respondents are technical experts.

Table 4-5 Respondents' position in the project					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Project Coordinator	5	11.6	11.6	11.6
	Project Team Member	6	14.0	14.0	25.6
	Technical Expert	32	74.4	74.4	100.0
	Total	43	100.0	100.0	

Source (SPSS survey 2023)

All of these respondents are relevant in assessing the role of stakeholder management in project success, as they are directly involved with the projects of the EHA. This data provides important context for understanding the types of roles and responsibilities involved in managing heritage protection projects, and may help identify areas where additional support or training could be useful in developing the skills and knowledge necessary to effectively manage stakeholder relationships in the heritage protection field.

4.3 Descriptive Analysis

The variables were examined by several statements in the questionnaire. The respondents The 5-point Likert scale border is used for this study's purposes. As a result, the dispersion of responses with a sigma value less than one are regarded as consistent, but those with a value greater than one are regarded as inconsistent. Whereas, high mean value expresses a probable high agreement, whilst low mean value expresses low agreement to the proposed parameters. Table 4-6 below presents the summary of variable indices and their measured value of mean and standard deviation.

Table 4-6 summary of descriptive statistics

Variables	N	Mean	Std. Deviation
Project stakeholder Identification	43	3.25	.758
Project stakeholder communication	43	3.22	.841
Project stakeholder engagement	43	3.10	.769
Project success	43	3.18	.792

Source (SPSS survey, 2023)

4.3.1 Stakeholder Identification (PSI)

Table 4-7 Project stakeholder identification practice			
Questionnaire statement	N	Mean	Std. Deviation
All stakeholders are identified in the projects	43	3.23	1.288
The unique characteristics of all stakeholders is well understood	43	3.00	1.309
The needs and expectations of each stakeholders are identified before projects begin.	43	3.42	1.435
Ideas of the stakeholders are included in the projects.	43	3.26	1.329
The influence of each stakeholder is predicted.	43	3.42	1.180
Identified stakeholders are prioritized.	43	3.19	1.332
Aggregate mean 3.25			

Source (SPSS survey 2023)

According to (IFC, 2007) identification of stakeholders is the first step in the stakeholder management process and it helps in determining who your project stakeholders are, and their key groupings and sub-groupings. As participants' response indicates, the overall stakeholder identification practice mean score was 3.25. This score is just above the boundary mean implying that there is a moderate level of stakeholder identification practice in the project of EHA. This shows that the stakeholder identification practice needs

improvement and the project team members need to show more effort in identifying stakeholders, their unique characteristics, the needs and expectation, and their influence on the project.

Table 4-8 Tools and techniques of stakeholder identification

Tools and techniques used in stakeholder identification	Response	
	Frequency	Percent
Project team brainstorming	14	32.5
Stakeholder forums/meetings	3	6.9
Expert Judgments	4	9.3
Lessons learnt from past projects	0	0
Combination of all	22	51.2

Source (Questionnaire Survey, 2023)

Table 4-8 shows the different tools and techniques used in the organization to identify stakeholders and respondent were asked to choose from the options provided. The majority (51%) responded that they use combination of the other tools and techniques stated on the table while project team brainstorming was ranked second with the percentage of 32.5. 9.3 % and 6.9 % used expert judgement and stakeholder forums/meeting as stakeholder identification tools. Lessons learnt from past projects is not practiced at all in EHA.

Table 4-9 Bases for identification		
Bases for stakeholder identification	**Response**	
	Frequency	**Percent**
Influence based	7	16.3
Interest based	4	9.3
Mission-Vision based	7	16.3
Geographical reasons	4	9.3
Combination of all	29	66.7

Source (Questionnaire Survey, 2023)

Table 4-9 summarizes the bases of stakeholder identification of EHA. Respondents were asked to tick on all the options that apply to the organization. 66.7% answered that the combination of all the tools and techniques were employed as the bases for stakeholder identification. Influence based and mission-vision based identification tools were chosen equally at 16.3% response rate followed by interest based and geographical reasons at equal response rate of 9.3%.

In order to assess the stage at which stakeholder are identified the respondents were asked to choose form the options stated on Table 4-10. Equal response rate of 32.5% was recorded for stakeholder identification at the Initiation stage and the implementation stage. Stakeholder Identification throughout project life-cycle comes in at second place at a response rate of 25.5%. The identification of stakeholders at the prefeasibility stage is recorded as the lowest at 9.3% response rate.

Table 4-10 Stakeholder identification stage		
Stakeholder identification stage	**Response**	
	Frequency	**Percent**
Prefeasibility stage	4	9.3
Initiation stage	14	32.5
Implementation stage	14	32.5
Throughout project life-cycle	11	25.5

Source (Questionnaire Survey, 2023)

As it is the first step in stakeholder management stakeholder identification should be taken seriously. Stakeholders are the one that can make or break the project. As a result regular identification of stakeholders analyzing and documenting relevant information regarding their interest, involvement and influence is important and has an impact on project success. It is usually better to do stakeholder identification numerous times though-out the project since there may be alterations to the stakeholder matrix (Eskerod & Jepsen, 2013; IFC, 2007; PMI, 2017).

4.3.2 Project Stakeholder Communication (PSC)

Project stakeholder communication is the means of conveying information in a meaningful way to project stakeholders. A carefully thought-out communication method aids in sustaining positive relationship between the organization and all its stakeholders (Chinyio et al., 2009). Table 4-11 below depicts participants' agreement level on statements related to project stakeholder communication practice in EHA and the overall stakeholder communication practice mean score was 3.22. This score indicates that stakeholder

communication practice is being implemented to some extent in the organization. Stakeholder communication is essential since it helps in maintaining good relationship with the stakeholders. Thus, the project managers and project team members need work on preparing plans to address communication needs, establishing a system to collect and distribute project information, documenting the list of people and groups who receive project information properly and, establishing clear methods and channel to transfer information to project staffs.

Table 4-11 Project stakeholder communication practice

Questionnaire statement	N	Mean	Std. Deviation
Plans/Strategies are prepared to address communication needs	43	3.16	1.252
Information to be distributed to stakeholders, including language, format, content, and level of detail is identified.	43	3.33	1.210
There is a system established to collect and distribute project information.	43	3.16	1.271
The list of people and groups who receive project information was properly documented.	43	3.67	1.190
Project stakeholder communication requirements are clearly defined.	43	2.86	1.424
Methods and channel of transfer information are clear to project staffs	43	3.26	1.274
There is an effective communication practice between stakeholders in the company	43	3.12	1.349
Aggregate mean 3.22			

Source (SPSS Survey, 2023)

Table 4-12 Techniques used to communicate with stakeholders		
Techniques used to communicate with stakeholders	**Response**	
	Frequency	**Percent**
Face to face meetings	33	76.7
Email	7	16.3
Video conferencing	4	9.3
Telephone	18	41.8
Reporting	25	58.1

Source (Questionnaire Survey, 2023)

To assess the tools and techniques employed to communicate with stakeholders, respondents were asked to tick on all that apply to their organization from the methods listed on Table 4-12. Face to face meetings made up the majority at a response rate of 76.7%, followed by reporting at 58.1%. 41.8% of the respondents agreed to the use of telephone. Email and video conferencing were chosen at a response rate of 16.3% and 9.3% respectively.

Developing and maintaining effective and continuing relationship with the stakeholders is mandatory since the organizations survival depends on it (Chinyio et al., 2009). Communication activities, such as meetings and presentations, as well as artefacts, such as emails, social media, project reports, or project documentation can be used to have effective communication building a bridge between diverse stakeholders who may have different cultural and organizational backgrounds as well as different levels of expertise, perspectives, and interests (PMI, 2017).

4.3.3 Project Stakeholder Engagement (PSE)

Table 4-13 Project stakeholder engagement practice			
Questionnaire statement	N	Mean	Std. Deviation
Appropriate strategies are clearly developed to effectively engage stakeholders in project life cycles	43	2.79	1.319
Stakeholder engagement is done based on scheduled plan.	43	2.93	1.404
Internal and external stakeholders of the project are engaged in projects	43	3.21	1.186
Relevant stakeholders are included in workshops, events and demos	43	3.16	1.233
Stakeholders are aware of the progress of the project	43	3.26	1.236
Engagement of stakeholders is driven by proactive and not reactive events	43	3.28	1.260
Aggregate mean 3.10			

Source (SPSS survey 2023)

Table 4-13 above, shows participants' agreement level on statements related to project stakeholder engagement practice in EHA. The mean stakeholder engagement practice recorded is 3.10. This score indicates that stakeholder engagement is in practice, moderately. Stakeholder should be in engaged starting from the scope definition stage in order to know their perception of the projects. (Eskerod et al., 2015) suggest that involving stakeholders on an extended level is necessary within a management for stakeholders approach, because otherwise it is not possible to really get to know their requirements, needs, wishes, and concerns. Therefore, the project team in EHA need to improve their stakeholder engagement practice by developing clear strategies to effectively engage stakeholders in project life cycles in order to keep them updated on the progress of the projects. Relevant stakeholders, both internal and external, should be involved in workshops, events and demonstrations. Their engagement should not be reaction to a danger instead it should be well though and planned.

Figure 8 operational meaning of the term stakeholder engagement in the context of your organization

Source (questionnaire survey 2023)

The figure above illustrates the operational meaning of the term stakeholder engagement in the context of EHA. Respondent were asked to choose from three options namely; Process of working with stakeholders, a two-way dialogue process between project management and stakeholders, and an event to let stakeholders know what is/should be expected from and by them. Equal number of participants chose option 1 and 3 at 41.7 % response rate. The remaining 16.7 % chose the second option.

Table 4-14 Stakeholder engagement stage		
Stakeholder engagement stage	**Response**	
	Frequency	**Percent**
Prefeasibility stage	7	16.3
Initiation stage	11	25.5
Implementation stage	14	32.5
Completion stage	4	9.3
Throughout project life-cycle	7	16.3

Source (questionnaire survey 2023)

Table 4-14 is a summary of the stages in which stakeholders are engaged in EHA. Majority of the respondents, 32.5%, confirmed that stakeholders are involved in the implementation stage of projects. Stakeholder engagement at the initiation stage comes in second with a response rate of 25.5% followed by prefeasibility stage and throughout project life-cycle each with a response rate of 16.3%. Engaging stakeholders at the completion stage has the lowest response rate of 9.3%.

The respondents at EHA were asked to identify the tools and techniques employed to manage stakeholder engagement in order to assess what they use to engage stakeholders. They were asked to tick on all that apply to their organization from the methods listed on Table 4-15. Meetings made up the majority at a response rate of 764.4%, followed by communication skills and expert judgement at 51.1% and 41.8% respectively. 32.5 of the respondents agreed to the use of interpersonal and team skills while the remaining 25% confirmed the used of ground rules to engage stakeholders.

Table 4-15 Tools and techniques used to manage stakeholder engagement		
Tools and techniques used to manage stakeholder engagement	**Response**	
	Frequency	**Percent**
Expert judgement	18	41.8
Communication skills	11	51.1
Interpersonal and team skills	14	32.5
Ground rules	11	25.5
Meetings	32	74.4

4.3.4 Project Success (PS)

Four parameters that are thought to be the crucial to measure project success were examined for their intensity within the organization. An aggregate mean of 3.18 is computed implying that project success is moderate in EHA and multiple project success factors can be fulfilled in the organization by implementing Project stakeholder management. Table 4-16 below shows the results of the project success parameters.

Table 4-16 Project success			
Questionnaire statement	N	Mean	Std. Deviation
Scope of the projects	43	3.21	1.264
Meeting deadlines of the projects	43	3.19	1.385
Project completion within the allocated budget	43	3.51	1.162
Completion of projects in the desired quality	43	2.81	1.367
Aggregate mean 3.18			

Source (SPSS 2023)

4.3.5 Overall stakeholder management of EHA

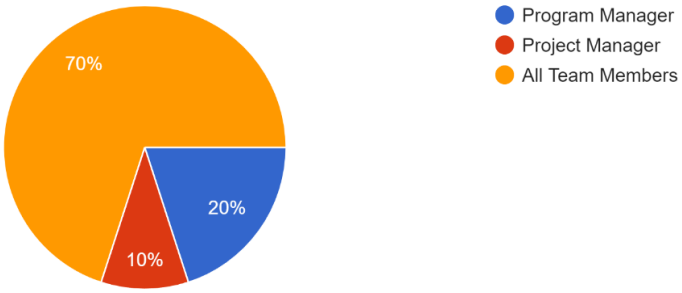
Respondents were asked to choose from three options provided, namely; established procedures in formal ways, established procedures in mind (Intuitive initiative), and no established procedure, in order to see the current stakeholder management practice of EHA. 58% of the responses show that there is a formally established procedure of stakeholder management practice. 25% of the respondents answered that the procedures are not tangible instead they are just an intuitive initiative, while the remaining 16.7% denied the existence of an established procedure.

While maintaining a separate unit in the project who will look after the stakeholder management is key for a better performance, EHA doesn't have that. As Figure 11 shows, 70% of the respondents confirm that the project team performs the stakeholder management. 20 % said that program manager handles the task while the remaining 10% agrees the project manager performs it.

Figure 9 current stakeholder management practice

Source (questionnaire survey, 2023)

Figure 10 stakeholder management performer



Source (questionnaire survey, 2023)

With the intention of investigating the challenges faced in stakeholder management, respondents were asked to tick on all the challenges listed in Table 4-0-17 below that apply to EHA. The major challenges the project team encountered are Failure to identify all relevant stakeholders and offering them the level of attention they deserve and Poor engagement of stakeholders each with a response rate of 67.4%, followed by poor knowledge of Project team members about stakeholder management with a response rate of 48.8%. In addition to these, challenges related to legal and administration laws have significant effect on project stakeholder management. Late identification of stakeholders' interest, Incompatible interests of partners, Challenges due to cultural difference and

Communication gaps each have a response rate of 32.5 %. Lastly, 25.5% of the respondents said their challenges came from Conflicting requirements of stakeholders.

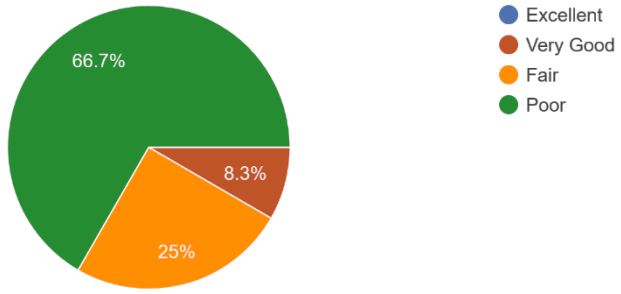
Table 4-17 Challenges/problems faced in working with several stakeholders

Challenges/problems faced in working with several stakeholders	Response	
	Frequency	Percent
Failure to identify all relevant stakeholders & offering them the level of attention they deserve	29	67.4
Late identification of stakeholders' interest	14	32.5
Conflicting requirements of stakeholders	11	25.5
Poor engagement of stakeholders	29	67.4
Incompatible interests of partners	14	32.5
Challenges due to cultural difference	14	32.5
Procedural challenges (related to legal and administration laws)	18	41.9
Communication gaps (language differences, preference in utilization of communication tools)	14	32.5
Project team member's poor knowledge about stakeholder management	21	48.8

Source (questionnaire survey, 2023)

Finally the respondents were asked to rate the overall stakeholder management of EHA the measuring scales being, Excellent, Very good, Fair and Poor. The majority (66.7%) agreed that stakeholder management is practice poorly in EHA, while 25% rated it fair. The remaining 8.3% said it they have a Very good stakeholder management practice.

Figure 11 Overall rating of stakeholder management of EHA



Source (questionnaire survey, 2023)

4.4 Correlation Analysis

If for every measurement of a variable, *X*, we have corresponding value of a second variable, *Y*, the resulting pairs of values are called a bivariate population. The degree of relationship between two or more variables is studied using correlation analysis, by examining the joint variances of the two or more variables. Both the strength and the direction of the linear relationship among variables are explained using correlation analysis. Karl Pearson's coefficient of correlation is the method most frequently used to assess how closely two variables are related (Kothari, 2004).

The range of Pearson's coefficient 'r' is between ± 1. Positive values of 'r' show positive correlation, which means that changes in both variables follow the direction of the statement, whereas negative values of 'r' indicate negative correlation, which means that changes in the two variables follow the opposite directions. There is no relationship between the two variables if 'r' has a value of zero (Kothari, 2004).

In the case of this paper, the relationship between independent variables, Project stakeholder identification, communication, engagement and dependent variable, project success is studied. Table 4-18 presents the results as follows.

Table 4-18 correlations		
Independent variables		Project success
project stakeholder identification	Pearson Correlation	.892**
	Sig. (2-tailed)	.000
	N	43
project stakeholder communication	Pearson Correlation	.878**
	Sig. (2-tailed)	.000
	N	43
project stakeholder engagement	Pearson Correlation	.883**
	Sig. (2-tailed)	.000
	N	43
**. Correlation is significant at the 0.01 level (2-tailed).		

Source (SPSS survey, 2023)

+1 and -1 correlation coefficients have perfect relationship; coefficients ranging from -/+ 0.9 to -/+ 0.7 have strong correlation; coefficients ranging from -/+ 0.6 to - /+ 0.4 have moderate correlation; coefficients ranging from -/+ 0.3 to -/+ 0.1 have weak correlation; and zero coefficient implies no correlation (Dancey & Reidy, 2007). According to this, the relationship between the independent variables Project stakeholder identification, project stakeholder communication, project stakeholder engagement and the dependent variable Project success is found to be strongly positive and statistically significant with correlation coefficients r= 0.892, r= 878, and r= 883 respectively and significance $p < 0.05$.

4.5 Diagnostic Tests

Regression analysis requires establishing assumptions in order to demonstrate that the data gathered was accurate and dependable. The assumption tests were made to in order run regression are explained as follows.

4.5.1 Linearity

The first test of assumption run was Linearity. The dependent and independent variables should be linear and it is a problem if the dispersion of points indicates otherwise. Table

4-19, 4-20, and 4-21 show statistically significant linearity between the independent variables project stakeholder identification, communication, engagement and the dependent variable project success with a $p<0.05$ and the deviation from linearity is statistically insignificant.

Table 4-19 linearity test (project stakeholder identification and project success)

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Project success * Project Stakeholder Identification	Between Groups	(Combined)	24.272	21	1.156	11.575	.000
		Linearity	20.967	1	20.967	209.983	.000
		Deviation from Linearity	3.305	20	.165	1.655	.130
	Within Groups		2.097	21	.100		
	Total		26.369	42			

Source (SPSS survey, 2023)

Table 4-20 linearity test (project stakeholder communication and project success)

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Project Success * Project Stakeholder Communication	Between Groups	(Combined)	23.692	23	1.030	7.311	.000
		Linearity	20.347	1	20.347	144.411	.000
		Deviation from Linearity	3.345	22	.152	1.079	.437
	Within Groups		2.677	19	.141		
	Total		26.369	42			

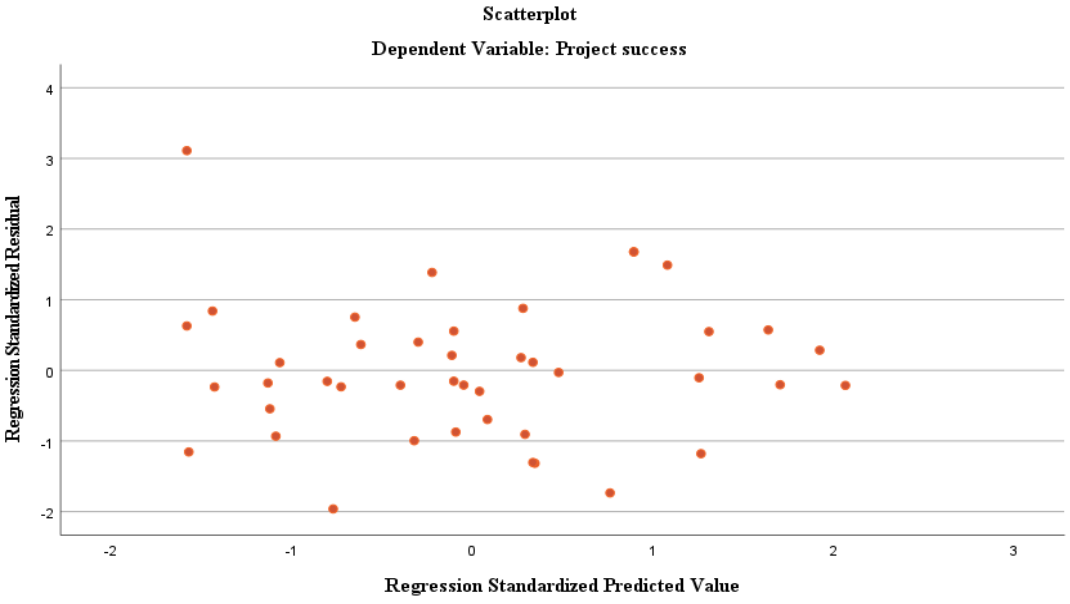
Source (SPSS survey, 2023)

Table 4-21 linearity test (project stakeholder engagement and project success) ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Project Success * Project Stakeholder Engagement	Between Groups	(Combined)	24.232	21	1.154	11.340	.000
		Linearity	20.571	1	20.571	202.157	.000
		Deviation from Linearity	3.661	20	.183	1.799	.095
	Within Groups		2.137	21	.102		
	Total		26.369	42			

Source (SPSS survey, 2023)

4.5.2 Assumption of homoscedasticity

Figure 12 Homoscedasticity



Source (SPSS survey, 2023)

The assumption of homoscedasticity states that the variance in the error of the model is similar at each point of the model. The standardized residuals collected were displayed against the standardized values that the model would predict in the graph above. It assumes

that the dot scatter graph appears to be an unorganized collection of dots. This assumption has likely been broken if the graph has the appearance of a funnel. The plot doesn't show a funnel like shape implying that the assumption of homoscedasticity has been met.

4.5.3 Multicollinearity assumption

Table 4-0-22 Multicollinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Project stakeholder identification	.210	4.768
	Project Stakeholder Communication_	.286	3.502
	Project Stakeholder Engagement	.217	4.600

Source (SPSS survey, 2023)

Another assumption of the classical linear regression model is that there is no multicollinearity among the regressors included in the regression model. Multicollinearity is the presence of perfect or exact linear relationship between the explanatory variables. The variables are more correlated when the Variance Inflation Factor (VIF) value is higher. A variable is considered to be very collinear if its VIF is greater than 10 (Gujarati, 2008). Table 4-22 above shows the results of the VIF for the dependent variables, concluding that there is no multicollinearity between the variables.

4.5.4 Normality assumption

The normality test assumption is a test run to check if the residuals follow a normal distribution. The Kolmogorov-Smirnov and Shapiro-Wilk test probability value (p-value) must to be higher than 0.05 in order not to reject the null hypothesis that the distribution is normal at the 5% level. Table 4.24 shows that both tests are insignificant indicating that the residuals are regularly distributed.

Table 4-23 Test of normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
project success	.109	43	.200*	.958	43	.112
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Source (SPSS survey, 2023)

4.5.5 Outliers

The final regression assumption that needs to be verified involves using cook's distance statistics for each participant to look for any outlier variables. Any numbers above 1 are likely to be large outliers that could have an unintended impact on the model; as a result, they should be eliminated. The results of the test on the cook's distance statics indicated that all values were below 1, indicating that particular cases were not adversely affecting the model. In this case the maximum value is 0.475. Thus, the assumption has not been violated.

Table 4-24 Cook's distance Residuals Statistics[a]					
	Minimum	Maximum	Mean	Std. Deviation	N
Cook's Distance	.000	.475	.028	.073	43
a. Dependent Variable: Project success					

Source (SPSS survey, 2023)

4.6 Regression results and analysis

Identifying a statistical relationship between two or more variables is known as regression. The regression analysis can be used for the purpose of prediction of the values of dependent variable, given the values of the independent variable. When there are two or more than two independent variables the equation describing such relationship is known as the

multiple regression equation. The independent variable determines how the dependent variable behaves. (Kothari, 2004; Wooldridge, 2016).

To examine the statistical dependence of project success on project stakeholder management proxies (Project stakeholder identification, Project stakeholder communication and Project stakeholder engagement), multiple regression analysis was used.

4.6.1 Goodness of Fit

The goodness of fit measure, the R^2 and F tests, are used to determine if the model is fit to the data. The table below shows the result of this test.

Table 4-25 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.938[a]	.881	.871	.28421	.881	95.818	3	39	.000

a. Predictors: (Constant), Project stakeholder identification, Project stakeholder communication, Project stakeholder engagement

b. Dependent Variable: Project success

Source (SPSS survey, 2023)

The model's R^2 is 88.1%, while the adjusted R^2 accounts for the loss of degrees of freedom brought on by the inclusion of additional variables. According to the R^2 interpretation, the explanatory factors, project stakeholder identification, project stakeholder communication and project stakeholder engagement may account for 88.1% of the variation in project success. Factors other than the independent variables account for 11.9% of the variance in project success.

Table 4-26 Analysis of Variance (ANOVA[a])						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.219	3	7.740	95.818	.000[b]
	Residual	3.150	39	.081		
	Total	26.369	42			
a. Dependent Variable: Project success						
b. Predictors: (Constant), Project stakeholder identification, Project stakeholder communication, Project stakeholder engagement						

Source (SPSS, 2023)

The overall significance of the independent variable in explaining the dependent variable is shown by analysis of variance (ANOVA). The model's F value is 95.818 and its p-value is 0.00. The null hypothesis that all factors taken together are approximately equal to zero is rejected if the P-value is less than 0.05 and the F value is greater than zero. As a result, Project stakeholder management is considered relevant in explaining the project success. The data and the regression model suited each other well.

4.6.2 Discussion of regression result

Table 4-27 below summarizes the regression result showing the effect of Project stakeholder management on project success. Coefficient estimate (β) and significance value are observed to determine direction and significance levels.

$$Y= 0.086 + 0.357\ X_1 +0.336X_2 +0.306X_3 + \varepsilon$$

Where Y= Project success

X_1= Project stakeholder identification

X_2= Project stakeholder communication, and

X_3= Project stakeholder engagement

ε = standard error

Table 4-27 Regression Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.086	.209		.414	.681
	Project Stakeholder Identification	.357	.126	.341	2.825	.007
	Project Stakeholder Communication	.336	.097	.356	3.442	.001
	Project Stakeholder Engagement	.306	.122	.298	2.508	.016
a. Dependent Variable: Project success						

Source (SPSS survey, 2023)

Project Stakeholder Identification

The coefficient parameter (β) for project stakeholder identification is 0.357 with p-value of 0.007. This shows that holding all other factors constant, a unit increase in project stakeholder identification will cause a 0.357 unit increase in project success and it is statistically significant at p value < 0.05 confirming that, project stakeholder identification has a positive and statistically significant effect on project success.

Project Stakeholder Communication

The coefficient parameter (β) for project stakeholder communication is 0.336 with p-value of 0.001. This shows that holding all other factors constant, a unit increase in project stakeholder communication will cause a 0.336 unit increase in project success and it is statistically significant at p value < 0.05. Thus, project stakeholder communication has a positive and statistically significant effect on project success.

Project Stakeholder Engagement

The coefficient parameter (β) for project stakeholder engagement is 0.336 with p-value of 0.001. This shows that holding all other factors constant, a unit increase in project stakeholder engagement will cause a 0.336 unit increase in project success and it is statistically significant at p value < 0.05. Therefore, project stakeholder engagement has a positive and statistically significant effect on project success.

These findings of the study are consistent with the literature and theories of (Bourne, 2006); (Rajablu et al., 2015); (Eskerod et al., 2015) and (Riahi, 2017). These studies affirm the positive and significant effect of Project stakeholder identification, communication and engagement on project success.

Table 4-28 Summary of results		
Independent variables	**Relationship**	**Significance**
Project stakeholder identification	Positive	significant
Project stakeholder communication	Positive	significant
Project stakeholder engagement	Positive	significant

Source (own survey, 2023)

Table 4-28 indicates that project stakeholder management has a significant effect on project success. The results are in line with existing literature. According to (Nauman & Piracha, 2016) identification of stakeholders, effective and frequent communication with engaged stakeholders, and formulation of appropriate strategies to deal with various stakeholders are some of the other significant factors that contribute to the success of stakeholder management practice. Stakeholders have substantial influence on project success. According to (Waris et al., 2022) numerous parties with various professional and technical backgrounds, as well as diverse degrees and types of project objectives, are involved in infrastructure projects. Effective stakeholder management enables organizations to build and maintain positive relationships with these stakeholders and enhance their engagement, trust, and support.

Managers need to understand that stakeholder interactions are intricate and interconnected, therefore the first step must be to map the stakeholders in heritage management and determine how each one affects decisions at various phases of the management process (Eric et al., 2021). This will highly contribute to the successful delivery of projects.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

This chapter presents the conclusion and the recommendation based on the study findings, in two sub-sections.

5.1 Conclusion

This research aimed to investigate how stakeholder management affected the success of the project. Theoretical and empirical review was done to gain insight into the basic concepts and procedures of stakeholder management and project success and to take into account previous studies in this area. Based on the literature review, conceptual framework was developed to look into the relationship between the independent variables, project stakeholder identification, stakeholder communication and stakeholder engagement and dependent variable, project success.

The 50 EHA experts were given a self-completion questionnaire with both open-ended and closed-ended items. Out of these, 43 of them were returned, resulting in 86% of response rate. SPSS version 27 was used to statistically analyze the obtained data. To characterize the events of the research's variables, descriptive and correlational analyses were used. Project stakeholder management and project success have a positive and significant relationship, according to correlation data.

To test the null hypothesis and establish a causal relationship between project success and project stakeholder management, a multiple linear regression model was used. To make sure the study's model adheres to the assumptions of the linear regression model, diagnostic tests were carried out. According to the results of the regression analysis, the independent variables have a positive and significant impact on the success of the project.

Following these results, in order for EHA projects to be successful, sufficient procedures should be put in place to adequately address project stakeholder management issues by proper identification, communication and engagement of stakeholders, since it has a significant contribution on the overall project management and success of projects.

5.2 Recommendation

It is clear from the study's findings and a review of the relevant literature that project stakeholder management is an essential component to project success in Heritage conservation projects. This study shows how the 3 elements of project stakeholder management (Project stakeholder identification, project stakeholder communication and project stakeholder engagement) affect project success collectively since the success of a project depends on the stakeholders being managed effectively. Stakeholder management that is not successful causes project outcomes to be unsatisfactory and budget and schedule delays. To manage various interests and dispositions more effectively, stakeholder management techniques should be used.

- It is highly recommended to treat stakeholder identification seriously in EHA since it is an important phase in stakeholder management. Stakeholders have the power to succeed or fail a project. Thus, regular stakeholder identification, analysis, and documentation of pertinent information related to their engagement, influence, and interest is therefore crucial and has an effect on project success.

- After proper identification of stakeholders the next step would be project stakeholder communication. Communication is a necessity since it helps in maintaining good relationship with the stakeholders. Therefore, the project managers and project team members in EHA must prepare plans to address communication needs, establish a system to gather and distribute project information, document the list of individuals and groups that appropriately receive project information, and establish clear procedures and channels for information transfer to project staffs.

- Lastly it is highly suggested to engage project stakeholders. Stakeholder involvement should begin with the scope definition phase in order to understand how they view the projects. It is best to include them for a longer amount of time in order to fully understand their needs, wants, and concerns. Therefore, in order to successfully involve stakeholders in project life cycles and keep them informed

about the status of the projects, project teams in EHA must strengthen their stakeholder engagement methods. Workshops, events, and demonstrations should include relevant internal and external stakeholders. Instead of acting in response to a threat, their engagement should be carefully considered and planned.

5.3 Areas of further research

In order to establish the loss associated with poor stakeholder management practices and their effects on other knowledge areas, further research should be conducted to examine the relationship between stakeholder management and other project management knowledge areas.

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ANNEX 1

Questionnaire

Addis Ababa University
College of Business and Economics
School of Commerce
Master of Project Management Program

Dear Valued Respondents,

I am a graduate student at Addis Ababa University, School of Commerce and am currently conducting a research project for the completion of my masters in Project Management titled, *The Role of Project Stakeholder Management on Project Success: The Case of Ethiopian Heritage Authority.*This study aims to assess the stakeholder management practice of the organization on built heritage conservation projects and tries to identify the possible relationship between project stakeholder management and project success.

The information you provide will be used for academic purpose only and you are not required to write your name on the questionnaire. Therefore, I kindly request your assistance to fill out the questionnaire noting that your response will be kept confidential. Your participation in this research is highly appreciated, and I thank you for your time, energy, and effort in advance.

If you have any questions or comment regarding this research study, you may contact me at E-mail: nazrawit50@gmail.com. Tel +251913 05 29 03

Thank you for your cooperation,

Nazrawit Melaku

Please Note:

Information provided through the questionnaire will be treated with confidentiality and will be exclusively for academic purposes. All answers will be considered right.

INSTRUCTION:

1. Writing your name or phone number is not necessary

2. Please read each question carefully.

3. Please fill in the following questionnaire on the basis of the facts of your company.

Kindly answer all the questions by ticking or filling in the spaces provided.

Section 1: **General Information about Respondents**

1. Gender

Mark only one oval.

Male ☐ Female ☐

2. Age

Mark only one oval.

20-30 ☐ 31-40 ☐ 41-50 ☐ above 50 ☐

3. Educational level

Mark only one oval.

Diploma ☐ BA/BSc ☐ MA/MSc ☐ Ph.D. ☐

Other _____

4. Years of experience in project works within your current organization or other

Mark only one oval.

0-5 years ☐ 6-10 years ☐ 11-15 years ☐ above 15 years ☐

5. Your position in the Projects

Mark only one oval.

Program Manager ☐ Project Coordinator ☐ Project Team Member ☐

Technical Expert ☐ Project Administration ☐ Other _____

Section 2: Project Stakeholder Management

6. Which of the following statements best describes your current stakeholder management practice?

Mark only one oval.

Established procedure in formal ways ☐

Established procedure in mind (intuitive initiative) ☐

No established procedure ☐

7. Is there a unit in your organization that is responsible for stakeholder management (managing relationships and communications)?

Mark only one oval.

Yes ☐

No ☐

8. If yes, what specific functions does it perform?

_____

_____

_____

_____

9. If the answer is no to question 2, who performs the stakeholder management function in your organization?

Mark only one oval.

Program Manager ☐

Project Manager ☐

All Team Members ☐

Other: _____

10. Do you use any stakeholder management software application?

Mark only one oval.

Yes ☐ No ☐

11. If yes, which stakeholder management software applications do you use? (you can select more than one box)

Tick all that apply.

Stakeholder circle ☐

Consultation Manager ☐

Social Network Analysis (SNA) software ☐

Centralized Stakeholder Communication System (CSCS) ☐

Custom made database ☐

Other: _____

A. **Project Stakeholder Identification**

Think of the Project Stakeholder Identification practice in your organization and choose the number that best describes your agreement on the following

1=strongly disagree 2=disagree 3 = neutral 4=agree5=strongly agree

	Project Stakeholder Identification	**SD 1**	**D 2**	**N 3**	**A 4**	**SA 5**
12	All stakeholders are identified in the projects					
13	The unique characteristics of all stakeholders is well understood					
14	The needs and expectations of each stakeholders are identified before projects begin.					
15	Ideas of the stakeholders are included in the projects.					
16	The influence of each stakeholder is predicted.					
17	Identified stakeholders are prioritized.					

18. How are stakeholders identified?

Tick all that apply.

Project teams' brainstorming ☐ Stakeholder forum/meetings ☐

Expert judgement ☐ Lessons learnt from past projects ☐

Combination of all ☐ other _____

19. What is/are the bases for identification of stakeholders?

Tick all that apply.

Influence based ☐ Interest based ☐

Mission-Vision based ☐ Geographical reasons ☐

Combination of all ☐ other _____

20. At which stage of the project life are stakeholders identified?

Mark only one oval.

Prefeasibility stage ☐ Initiation stage ☐

Implementation stage ☐ throughout project life-cycle ☐

B. **Project Stakeholder Communication**

Think of the Project Stakeholder Communication practice in your organization and choose the number that best describes your agreement on the following

1=strongly disagree 2=disagree 3 = neutral 4=agree5=strongly agree

	Project Stakeholder Communication	**SD 1**	**D 2**	**N 3**	**A 4**	**SA 5**
21	Plans/Strategies are prepared to address communication needs					
22	Information to be distributed to stakeholders, including language, format, content, and level of detail is identified.					
23	There is a system established to collect and distribute project information.					
24	The list of people and groups who receive project information was properly documented.					
25	Project stakeholder communication requirements are clearly defined.					
26	Methods and channel of transfer information are clear to project staffs.					
27	There is an effective communication practice between stakeholders in the company					

28. Which technique do you use to communicate with your stakeholders?

Tick all that apply.

Face to Face Meetings ☐ Email ☐ video conference ☐ Telephone ☐

Reporting ☐

C. **Project Stakeholder Engagement**

Think of the Project Stakeholder Engagement practice in your organization and choose the number that best describes your agreement on the following

1=strongly disagree 2=disagree 3 = neutral 4=agree5=strongly agree

	Project Stakeholder Engagement	SD 1	D 2	N 3	A 4	SA 5
29	Appropriate strategies are clearly developed to effectively engage stakeholders in project life cycles					
30	Stakeholder engagement is done based on scheduled plan.					
31	Internal and external stakeholders of the project are engaged in projects					
32	Relevant stakeholders are included in workshops, events and demos					
33	Stakeholders are aware of the progress of the project					
34	Engagement of stakeholders is driven by proactive and not reactive events					

35**. What is the operational meaning of the term stakeholder engagement in the context of your organization?**

Mark only one oval.

Process of working with stakeholders ☐

A two-way dialogue process between project management and stakeholders ☐

An event to let Stakeholders know what is/should be expected from and by them. ☐

36. **At which stage of the Project life cycle do you carry out Stakeholder engagement?**

Mark only one oval.

Prefeasibility stage ☐ Initiation stage ☐ Implementation stage ☐

Completion stage ☐ throughout the project life cycle ☐

37. **What are the tools and techniques used to manage stakeholder engagement? (You can select more than one box)**

Tick all that apply.

Expert judgement ☐ Communication skills (feedback) ☐

Interpersonal and team skills ☐ Ground rules ☐ Meetings ☐

Section 3: Stakeholder Management and Project Success

How would you rate the contribution of Project Stakeholder Management practice to project success in your organization in the following areas? Choose the number that best describes your agreement on the following

1=strongly disagree 2=disagree 3 = neutral 4=agree5=strongly agree

	Stakeholder Management and Project Success	**SD 1**	**D 2**	**N 3**	**A 4**	**SA 5**
38	Managing Scope of the projects					
39	Meeting deadlines of the projects					
40	Project completion within the allocated budget					
41	Completion of projects in the desired quality					

Section 4: Stakeholder Management Challenges and Recommendation

43. What are the challenges / problems you are facing in working with multi stakeholder environment? Both from your end and from the stakeholders'

Tick all that apply.

Failure to identify all relevant stakeholders & offering them the level of attention ☐ they deserve

Late identification of stakeholders' interests ☐

Conflicting requirements of stakeholders ☐

Poor engagement of stakeholders ☐

Incompatible interests of partners ☐

Challenges due to cultural difference ☐

Procedural challenges (related to legal and administration laws) ☐

Communication gaps (language differences, preference in utilization of communication tools) ☐

Project team member's poor knowledge about stakeholder management ☐

44. **From your experience, what would you recommend to better enhance stakeholder management for a successful project management?**

_____

_____

_____

_____

45**. How would you rate the overall stakeholder management practice of EHA Projects?**

Mark only one oval.

Excellent ☐ Very Good ☐ Fair ☐ Poor ☐

Thank you!!