ADDIS ABABA UNIVERISTY

COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

DEPARTMENT OF PROJECT MANAGEMENT

POST GRADUATE PROGRAM

Impact of Project Stakeholder Management on Project Success: The Case of Safaricom Telecommunication Ethiopia Full Turnkey Project

In Partial Fulfillment of the Requirements for the Award of Master of Arts Degree in Project Management

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IMPACT OF PROJECT STAKEHOLDER MANAGEMENT ON PROJECT SUCCESS: THE CASE OF SAFARICOM TELECOMMUNICATION ETHIOPIA FULL TURNKEY PROJECT

TEMESGEN SHEWAYE

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

ADVISOR: TEKLEGIORGIS ASSEFA (PH.D.)

Declaration

I declare that this research project is my original work and has not been presented for degree or other purposes in any university or places. I further confirm that all the sources of materials used for this thesis are dully acknowledged.

Name: Temesgen Shewaye

Signature: _____

June, 2024

Certification

This is to certify that the research project entitled “Impact of Project Stakeholder Management on Project Success: The Case of Safaricom Telecommunication Ethiopia Full Turnkey Project” submitted in partial fulfillment of the requirements for the degree of Masters of Arts in Project Management, has been carried out by **Temesgen Shewaye** and complies with the regulations of the university. Further, the thesis meets the accepted standard with respect to originality and quality.

Approved by Board of Examiners

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Chair of Department or Graduate Program Coordinator

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I am forever indebted to my late father Shewaye Deribe (Mr.), whose unwavering love and belief in me served as a continuing source of motivation throughout this journey. His absence is deeply felt, but his memory continues to inspire me.

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Abstract

This research investigates the impact of project stakeholder management on project success in the telecommunications sector. The study focuses on the case of the Safaricom Telecommunication Ethiopia full turnkey project. Employing a descriptive and explanatory mixed-methods approach, the research explores the relationship between stakeholder management practices and project success. Data was collected through self-administered questionnaires distributed to the project's management team. With a response rate of 93.6% (44 out of 47 questionnaires returned), the study utilizes descriptive statistics to analyze the project's stakeholder management practices using SPSS version 27. Additionally, correlation analysis is employed to examine the potential correlations between the independent variables; Stakeholder Identification, plan stakeholder engagement, manage stakeholder engagement, and the only dependent variable project success. Furthermore, the study delves deeper to assess the major challenges encountered in managing stakeholders effectively and it identifies key stakeholder groups involved in the project. Generally, this study indicated that there is a positive and significant relationship between manage stakeholder engagement and project success in Safaricom Telecommunication Ethiopia Full Turnkey Project. The recommendation of the study includes improving stakeholder identification by creating a variety of strategies, including document reviews, key personnel interviews, and stakeholder mapping tools; To ensure project success through key stakeholder groups the company should build strong connections with different stakeholders and finally, monitoring and assessing the project stakeholder management process regularly during implemented projects, as well as timely and accurate documenting of lessons learned is needed.

Keywords: *Stakeholder Management, Project Success, Key Stakeholder Group*

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Acronyms

DV = Dependent Variable

FTK= Full Turn Key

IV = Independent Variable

SD = Standard Deviation

Sig. = Significance

SM=Stakeholder Management

SPSS= Statistical Package for Social Science

PMBOK= Project Management Body of Knowledge

PMI = Project Management Institute

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Project stakeholder management plays a crucial role in the successful delivery of complex projects. Stakeholders, including government authorities, regulatory bodies, local communities, vendors, and internal project teams, have diverse interests and priorities that need to be effectively managed to ensure project success. However, stakeholders often present several challenges which can negatively impact project outcomes. Effective stakeholder management helps telecom companies align project objectives with stakeholder interests, mitigate risks, and foster collaboration and support from key stakeholders (PMI, 2017).

The delivery of such multifarious infrastructure projects involves many organizations, and the social, political & economic environments all have an impact on the project that is, whether they are supportive or hostile. Government regulations and changes to them can also enhance or limit the project's ability to achieve its goals, which adds to the complexity of managing the delivery of multiple infrastructure projects, particularly when it comes to stakeholders (Gali, 2019).

Stakeholder expectations and perceptions have a significant role in project success or failure, however failing to balance and resolve stakeholder concerns will also negatively impact the project's outcome (Bourne & Walker, 2005). By involving stakeholders at the beginning and throughout the project, the risk of project failure related to them can be minimized. Consequently, the successful completion of projects necessitates that the project team have strong stakeholder management skills, ensure seamless project administration, and meet stakeholder expectations (Cleland, 1995), (Vinten, 2000), (Newcombe, 2003).

Over the past ten years, Ethiopia's telecom sector has experienced tremendous expansion and change. The state-owned Ethio Telecom, which has long been the only supplier of telecommunications services in Ethiopia, it controls a substantial portion of the country's telecom market, infrastructure, network coverage, and service quality. The sector's liberalization opened the door for international operators to involve in the industry. With its latest growth initiative,

Safaricom, a well-known telecom provider in Africa, has also made an entry into the Ethiopian market. By building the infrastructure required to deliver the telecom service (Africanews, 2022).

A thorough investigation is required to comprehend how project stakeholder management affected the successful completion of the project. Within the framework of the Safaricom Ethiopia FTK project, this study will look into the crucial success criteria for efficient project stakeholder management (Amoatey & Hayibor, 2017).

It is expected that the project will contribute positively to the effective provision of telecommunications services in the nation. The successful implementation of the Safaricom Ethiopia project is contingent upon the effective management of project stakeholders. It entails effectively identifying, engaging, and addressing the needs and expectations of several stakeholders, including government entities, regulatory bodies, local communities, customers, and employees.

The purpose of this study is to investigate the impact of project stakeholder management on the effective delivery of the Safaricom Telecommunication Ethiopia FTK Project. The project aims to establish a competitive telecommunications network infrastructure in Ethiopia and believed encounters several challenges related to stakeholder management.

1.2 Statement of the Problem

In any project, various stakeholders have a vested interest in its success (Rajablu, et al., 2015) they can include individuals directly affected by the project, those who may be indirectly impacted, and those who have the ability to influence the project's outcomes. These stakeholders may have constraints that can affect the project in different ways.

As (Gao & Rafiq, 2009) stated in the telecom industry in developing countries, some of the key stakeholder constraints include Limited access to technology and infrastructure that may face constraints, such as unreliable internet connectivity or lack of proper telecommunications infrastructure (Pade, et al., 2006). This can pose challenges in implementing telecom projects and delivering services effectively to the target population.

Political and regulatory constraints such as complex bureaucracy, corruption, or inconsistent policy frameworks in the telecom industry in developing countries is another challenge for stakeholders (Gao & Rafiq, 2009), These constraints can impede the development and growth of the telecom industry, leading to inefficiencies, lack of competition, and limited innovation. Conflicts and controversies are another way for constraints to arise. These can obstruct the project's execution and result in delays, cost overruns, dissatisfaction, and claims (Jergeas, et al., 2000), (Karlsen, 2002), (Yang, et al., 2009). Furthermore, Instances of resistance to share information among stakeholders is common, driven by concerns related to competition, data security, or conflicting interests. This resistance hampers collaborative decision-making, coordination, and can significantly impact the overall project performance. Additionally, it was found that stakeholder management and project success are positively correlated (Ward & Chapman, 2008), (Fraz, et al., 2016)

The way in which enterprises handle various stakeholders has been the subject of many studies, and the majority of studies carried out in Ethiopia primarily assessed stakeholder management methods only rather than examining the connection between stakeholder management process and project delivery. Furthermore, despite the fact that stakeholder management is a growing situation in the nation, there aren't many in-depth studies on the subject, especially when it comes to the telecom infrastructure because it's a relatively flourishing private industry.

This study tried to investigate the impact of stakeholder management on project delivery and the common challenges associated with stakeholder management, including aligning diverse stakeholder interests, competing priorities, communication gaps with different stakeholders such as government authorities, regulatory bodies, local communities, vendors, and internal project teams which are directly & indirectly involved in the project. Finally identify the relation between stakeholder management and project delivery.

1.3 Research Questions

The research attempted to address the following research questions:

- Who are the key stakeholder groups typically involved in the project?
- How does Stakeholder Engagement identification and planning impact project success?
- What strategies are employed to manage stakeholder engagement on project success?
- What are the challenges of stakeholder management in project success?

1.4 Objectives of the Study

1.4.1 General Objective

This research aims to assess the impact of project stakeholder management on the project success of the Safaricom Telecommunication Ethiopia FTK Project.

1.4.2 Specific Objectives

i. To know the key stakeholders involved and examine the impact on project success.
ii. To examine the impacts of identification and planning stakeholder engagement on project success.
iii. To assess the strategies employed to manage stakeholder engagement on project success.
iv. To assess the major stakeholder management challenges on project success.

1.5 Significance of the Study

This research is significant for several reasons. Firstly, the research findings can inform policy development and decision-making processes in the telecommunications sector, specifically regarding stakeholder engagement and project management strategies. Policymakers and industry professionals can benefit from the research outcomes to design effective frameworks and guidelines for future projects.

It will address the critical issues associated with stakeholder management in a complex project setting and the findings will contribute to the existing knowledge in project management, particularly in the context of managing telecommunications infrastructure projects. Lastly, the research outcomes will offer practical recommendations that can be applied by project managers and stakeholders involved in similar projects, improving project delivery outcomes.

1.6 Scope of the Study

Safaricom telecommunication Ethiopia may have carrying out various administrative, sales and strategic projects. To narrow the scope of this research, it is focused and bound on the company's full turn key project in which the implementation and rollout is entirely handling by the two major vendors Huawei technologies Ethiopia and Nokia.

Telecommunication projects in nature tends to be vast in scope and distributed of throughout the nation and it can be challenging to approach all the available stakeholders participated in the

project. Due to this reason by focusing on a specific location of three major cities and the project status that was finished during the timeframe of the research period, this research aims to reduce the focused group of stakeholders involved in the project.

1.7 Limitation of the Study

One limitation of this study on the impact of project stakeholder management on project success in the context of the Safaricom Telecommunication Ethiopia FTK project is the potential for challenges in obtaining comprehensive and unbiased data from all project stakeholders. Different stakeholders may have varying levels of willingness to provide information or participate in the study. This could lead to a potential bias in the data collected, as the perspectives of certain stakeholder groups may be overrepresented or underrepresented.

Furthermore, the study's focus on the Safaricom Telecommunication Ethiopia FTK project within a specific context may limit the generalizability of the findings. The project's unique characteristics, such as its scope, timeline, and location, may not be fully representative of other projects in different industries or settings. Therefore, caution should be exercised when applying the study's findings to other projects or contexts.

1.8 Organization of the Study

The research paper contains five chapters. Chapter one contains background of the study, statement of the problem, research questions, objectives of the study, scope, limitation and significance of the study. Chapter two is dedicated to review related theoretical and empirical literatures on the topic and provide a conceptual framework. Chapter three is about the research design and methodology that includes research design and approach, sources of data and method of data collection, population of the study, method of data analysis, validity and reliability analysis, and the ethical consideration of the research. Chapter four provides data presentation, analysis and discussion of the study results. Chapter five consists of conclusion and recommendation on the basis of the research findings and suggestion for further research.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

This chapter will provide valuable insights about the concepts, theories and different frameworks of project stakeholder management by reviewing the existing theoretical and empirical literatures which has been serving as the basis of this study. This will enable to adopt the best approach and method to undertake the study of stakeholder management impacts on project delivery.

2.2 Theoretical Framework

2.2.1 What is project?

According to (PMI, 2017), project is a temporary endeavor undertaken to create a unique product, service, or result. (Bentley, 2002) defines project on PRINCE2 handbook as a management environment that is created for the purpose of delivering one or more business products according to a specified business case. (Wysocki, 2014)defined project with a synergy of both above books as A project is a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification. he also defines it in business perspective as "project is a sequence of finite dependent activities whose successful completion results in the delivery of the expected business value that validated doing the project."

2.2.2 What is project Management?

(PMI, 2017) defined project management as "the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements." In addition to that (Wysocki, 2014)Project management is an organized common-sense approach that utilizes the appropriate client involvement in order to meet sponsor needs and deliver expected incremental business value. And explained these tools and techniques should answer the following six questions: What business situation is being addressed by this project? What does the business need to do? What will you do? How will you do it? How will you know you did it? & How well did you do?

On the other hand, (KERZNER, 2009) discussed project management in terms of producing project outcomes within the objectives of cost, time, performance level while utilizing assigned resources effectively and efficiently with the acceptance of customer. According to this view

(Meredith & Mantel, Jr., 2009) suggested project managers are then expected to develop and execute a project plan that meets cost, schedule, and specification parameters.

2.2.3 Project Management Knowledge Areas

According to (PMI, 2017), 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.

Although the Knowledge Areas are interrelated, they are defined separately from the project management perspective and a project manager must be knowledgeable in each project management area. Accordingly, the ten knowledge areas identified used in most projects are:

Project Integration Management which includes the procedures and actions needed to recognize, characterize, integrate, unite, and arrange a variety of procedures and project management tasks inside the Project Management Process Groups; Project Scope Management is an essential process to ensure that the project has all of the work and only the work necessary to finish it successfully; Project Schedule Management which is a combination of procedures necessary to oversee the project's timely completion; Project Cost Management helps to finish the project within the allotted budget, a mix of planning, estimating, budgeting, financing, managing, and cost control procedures must be used; Project Quality Management is a process for planning, managing, and regulating project and product quality standards in order to satisfy stakeholders by implementing the organization's quality policy; Project Resource Management is an important process to find, acquire, and oversee the resources required to complete the project successfully; Project Communications Management encompasses the procedures necessary to guarantee the proper and timely planning, gathering, creation, distribution, storage, retrieval, management, control, monitoring, and final disposal of project data; Project Risk Management is the process of organizing, identifying, analyzing, planning, and implementing a response to risks while keeping an eye on them throughout a project; Project Procurement Management deals with Purchasing or acquiring goods, services, or outcomes is a necessary procedure that extends outside the project team.

The tenth body of knowledge Project Stakeholder Management will be discussed furthermore:

2.2.4 Stakeholder Management definition

It includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. The processes support the work of the project team to analyze stakeholder expectations, assess the degree to which they impact or are impacted by the project, and develop strategies to effectively engage stakeholders in support of project decisions and the planning and execution of the work of the project (PMI, 2017).

Definition of stakeholders is "those groups who can affect or be affected by the achievement of an organization's objectives" (Freeman, 1984), a founding figure in the field of stakeholder theory. His research highlights how crucial it is to recognize Stakeholder management as a theory, particularly in in academic discourse and shows the organizational objectives of stakeholder management theory is to describe, understand, analyze and manage stakeholders in which it originated in business management.

(Carroll & Buchholtz, 2009) described Stakeholders as "those who can influence the project process and/or final results, whose living environments are positively or negatively affected by the project, and who receive associated direct and indirect benefits and/or losses." Other stakeholders are individuals or organizations that are either affected by or affect the deliverables or outputs of a specific organization.

According to (Moloney, 2006), In order to influence stakeholders to act in a way that advances a company's goals, stakeholder management entails managing relationships. According to the theory, organizations, causes, interests, and pressure groups must control their interactions with outside parties that have the power to impede the accomplishment of their objectives.

(Friedman & Miles, 2006) emphasized the practical aspects of stakeholder management. Their book provides a framework for identifying stakeholder interests, developing communication strategies, and managing conflicts. (Phillips, 2003) also highlights the importance of tailoring engagement strategies to different stakeholder groups. He emphasizes understanding their unique needs and interests to foster collaboration.

2.2.5 Key Concepts for Project Stakeholder Management

Every project has stakeholders who either positively or negatively affect it or have the ability to do so. While some stakeholders may only be able to somewhat affect the project's work or results, others may have a big impact on the project's course and its anticipated results. Scholarly investigations and evaluations of well-publicized project mishaps emphasize how crucial it is to identify, rank, and systematically engage all relevant parties (PMI, 2017).

The success or failure of a project can be attributed to the project manager's and the team's ability to accurately identify and engage all stakeholders in a suitable manner. As soon as the project charter is accepted, the project manager is assigned, and the team begins to organize, the process of identifying and engaging stakeholders should begin in order to maximize the possibility of success (PMI, 2017).

One of the objectives of the project should be to identify and manage stakeholder satisfaction. Focusing on ongoing communication with all stakeholders—including team members—to comprehend their needs and expectations, handle problems as they arise, resolve conflicts of interest, and promote suitable stakeholder participation in project decisions and activities is essential to effective stakeholder engagement (PMI, 2017).

Stakeholder identification and engagement for the project's benefit is an iterative process. The activities of identification, prioritization, and engagement should be reviewed and updated on a regular basis, even though the processes in project stakeholder management are only briefly discussed. This should happen when the project progresses through different phases of its life cycle, when current stakeholders leave the project or are replaced, or when there are notable changes in the organization or the larger stakeholder community (PMI, 2017).

2.2.6 Trends and Emerging Practices in Project Stakeholder Engagement

Beyond the traditional views Freeman's later work delves into the Stakeholder Network Approach, in which this approach recognizes the interconnected nature of stakeholders and the importance of considering relationships and dependencies between them (Freeman, R. Edward; Harrison Jeffrey, S.; Andrew, S. Wicks; Bidhan, Parmar; Simone, De Colle, 2010).

According to (PMI, 2017), The traditional categories of employees, suppliers, and shareholders are being widened to include groups like regulators, lobby groups, environmentalists, financial

organizations, the media, and people who just think of themselves as stakeholders because they think the project's work or results will affect them.

The following are some trends and new approaches in project stakeholder management: Identifying all stakeholders, not just a limited set; Ensuring that stakeholder engagement activities involve every member of the team; Reviewing the community of stakeholders regularly, often concurrently with risk assessments for specific projects; consulting using the co-creation approach with those stakeholders who will be most impacted by the project's activities or results; Co-creation emphasizes the need of capturing the good and negative aspects of effective stakeholder involvement as well as involving affected stakeholders as participants in the process. Benefits from increased levels of active support from stakeholders especially strong stakeholders can serve as the foundation for positive value. The genuine costs of ineffectively involving stakeholders, which result in product recalls or the damage of an organization's or project's reputation, can be calculated to determine negative value (PMI, 2017).

2.2.7 Classification of Stakeholders

Various scholars have emphasized stakeholders are individuals, groups, or entities that have an interest in or are affected by a project, program, or organization. They can be categorized into various types based on their level of involvement, influence, and interest in the project. As (PMI, 2017) indicates a critical first step in stakeholder management is classifying stakeholders based on their characteristics. This helps prioritize engagement efforts and tailor communication strategies.

One problem that has plagued field research from the beginning is how to deal with all stakeholders at once, given that the model put forth by (Freeman, 1984) includes a wider range of stakeholders than just the traditional ones (clients, shareholders, employees, suppliers, and competitors). This is just not feasible, according to (Fassin , 2009), and using criteria that prioritize stakeholders has always been a theoretical necessity. Even though it's not always possible to satisfy everyone's needs, there is a need to provide some groups with greater focus at the expense of others. So, we are faced with a conundrum: where should businesses focus their efforts most? Are they focusing their efforts appropriately, or is there a need for some sort of restructure to best meet the needs of those who are truly essential to long-term success and survival? Accordingly, these are the issues that need to worry organizations (Friedman & Miles, 2006).

According to (Roeder, 2013), Not every stakeholder is the same. Every stakeholder has a unique set of behaviors, experiences, and perspectives. As a result, it might not be effective to approach all stakeholders in the same way. Developing an adequate stakeholder management plan requires categorizing stakeholders in order to determine how much time to devote to each stakeholder, what concerns are most important to them, and how significant each stakeholder's concern is. As a result, the project manager will be able to effectively manage and interact with each stakeholder by classifying them.

A stakeholder, in the context of projects, can be defined as anyone who can affect or be affected by the project's success (Cleland & Ireland, 2007). Effectively identifying and classifying project stakeholders allows project managers to Develop Targeted Communication Strategies which is Understanding stakeholder needs and concerns allows for tailored communication plans to manage expectations and foster collaboration (Turner, 2009). (Harrison, et al., 2015) shows that Proactive identification of potential conflicts between stakeholder groups can facilitate preventative measures to mitigate risks and conflict resolution strategies.

(Cleland & Ireland, 2007) emphasized that, there are two categories of stakeholders: primary and secondary. The individuals and groups with a legally binding contractual tie to the project are considered primary stakeholders. The project owner, suppliers, functional groups, investors, communities, and organizations that supply markets and infrastructures are a few examples of primary stakeholders.

Conversely, secondary stakeholders are individuals or organizations that do not have a formal contractual relationship to the project but may nonetheless have a strong interest in it and have the ability to affect or be influenced by its activities or results. For instance, social organizations, professional organizations, competitors, local communities, the general public, consumer groups, the media, and other religious, academic, and social institutions such as schools, hospitals, churches, civic groups, and so on are considered secondary stakeholder.

It doesn't take long for secondary stakeholders to rise to the top. When the credibility of a claim is subordinated to its urgency (as in a boycott or demonstration), this is frequently the result of the media or special interest organizations. The media's constant coverage of the news in today's business climate has the ability to instantly change a stakeholder's status. Therefore, for the sake of debate, it might be helpful to include primary and secondary groups of stakeholders;

nevertheless, we should be aware of how rapidly and readily those categories can change. (Carroll & Buchholtz, 2009)

(Turner, 2009) also classified Primary and Secondary Stakeholders as: directly involved in the project's execution, such as project team members and key decision-makers and Stakeholders indirectly affected by the project's outcome, such as the general public or environmental groups respectively.

On the other hand, (Newcombe, 2003) and (Lutchman, 2016) divided stakeholders into internal and external groups. External stakeholders include any external group that could influence, be affected by, or be perceived as being influenced by the project. Internal stakeholders are those parties who are trusted with using the project resource in order to meet the purpose of the project. Project managers, business executives, project planners, project workers, and individuals offering project support services are a few examples of internal stakeholders. Regulatory agencies, non-governmental organizations, funding agencies, the community, contractors, and consultants are examples of external stakeholders.

According to (Newcombe, 2003), stakeholders include funding agencies, users, owners, employees, clients, project managers, designers, subcontractors, suppliers, and local communities. As a result, a substantial body of research on construction management has emerged, covering the identification and management of stakeholder relationships and interests. Those who affect or are affected by a project define the stakeholder group. There are seven such stakeholders, with the exclusion of the sponsor and user, the other five stakeholder types participate in the Scoping Meeting (Wysocki, 2014).

- **Sponsor:** The senior manager is responsible for covering the expenses. They could be the ones who come up with the project's concept or might answer a client request for a good or service. A project that enhances an already-existing product or service could be it, or it could be a new offering to capitalize on an unexplored commercial potential.
- **Customers**: This individual or division will be responsible for the project's deliverables. In regard to project deliverables, they work jointly with the sponsor and the user, and they advocate for both parties during requirements elicitation and decomposition exercises. They will frequently oversee the project's deliverables' implementation. As is the situation with

enterprise-wide systems, there will be scenarios in which many departments own the deliverables. These circumstances make it difficult to balance conflicting demands.

- **Users:** This individual or group will make use of the project's deliverables. They could be from outside the company or from within. They might also be the client.
- **Business Process Engineers:** These technical persons are responsible for overseeing the design and execution of related business processes that impact or are impacted by the deliverables.
- **Resource Managers:** These are the managers of any resources that will be required for the project's output, which could be goods or services.
- **Project Manager:** They serve as the facilitators. Their role is to assist in the process of eliciting requirements and breaking them down. They are in charge of allocating the resources needed to complete the project deliverables.
- **Business Analysts:** These experts are conversant with the procedures and usage styles of the clients, as well as the methods they would employ when implementing the project's offered goods or services. They frequently serve as the project manager's helper and the user group's or customer's interface. Their main duty is to assist the customer and project manager in converting the stated business demands into actual business requirements.

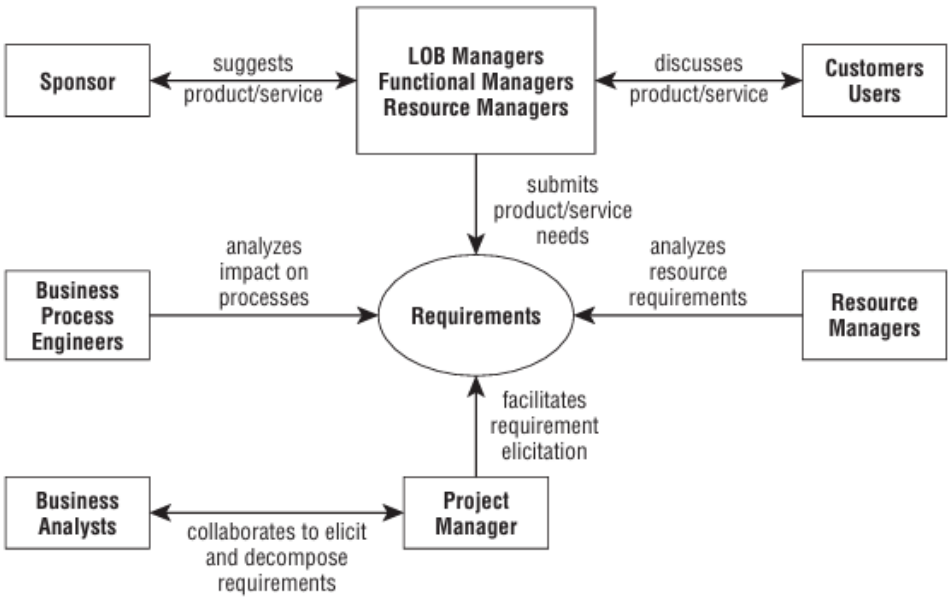

Figure 1: The Stakeholder Interaction Model

2.2.8 Project Stakeholder Management process

The process of project stakeholder management is identifying, analyzing, and engaging with people or organizations that have the potential to affect or be affected by a project (Osei, 2021). (Eberendu, et al., 2019) also stated that stakeholder identification, active listening, and taking the project's carrying capacity into account are all examples of effective stakeholder management techniques. Stakeholder participation, communication, and prioritizing are essential components of effective stakeholder management.

Stakeholder management in construction projects is greatly influenced by Critical Success Factors (CSFs) such as decision-making, information input, and managerial support. Planning for stakeholder management in advance is crucial, taking into account the wide variety of stakeholders with different interests and impacts on the project's results. Through the implementation of engagement plans, structured communication, and continuous information flow, project managers can effectively manage stakeholders to overcome obstacles and improve project success (Asma & Sunny, 2018).

According to (PMI, 2017), project stakeholder management includes four major processes such as:

- Identify Stakeholders - The systematic identification, analysis, and documentation of pertinent data on project stakeholders' interests, involvement, interdependencies, influence, and possible impact on project success.
- Plan Stakeholder Engagement - The process of creating strategies to include stakeholders in a project according to their requirements, expectations, interests, and possible influence on the project.
- Manage Stakeholder Engagement - The procedure for speaking with and collaborating with stakeholders in order to fulfill their requirements and expectations, resolve problems, and promote suitable stakeholder participation.
- Monitor Stakeholder Engagement - The process of keeping an eye on stakeholder relationships for a project and customizing engagement plans and strategies for stakeholders.

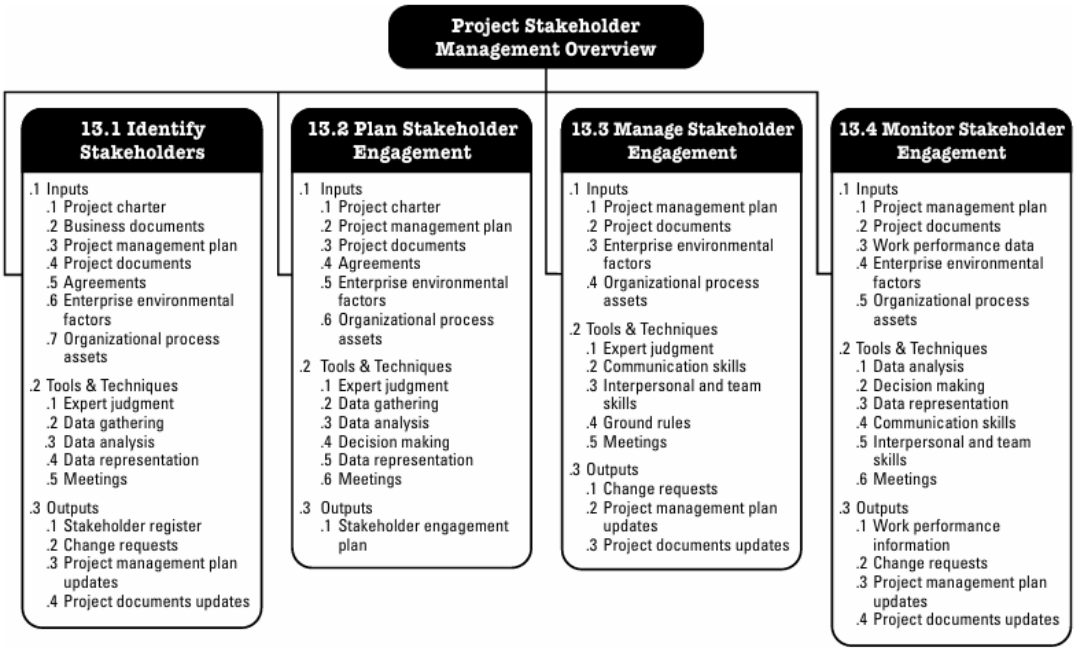

Figure 2: Project Stakeholder Management Overview

2.2.9 **Impact on Project Success**

Determining whether a project is successful is one of the most common issues in project management. The time, cost, scope, and quality project management criteria have traditionally been the most crucial in determining a project's success. In recent years, professionals and scholars have concluded that project success should also be evaluated in relation to the accomplishment of the project's goals. Different project stakeholders may have differing opinions about what constitutes a good project outcome and what elements are most crucial (PMI, 2017).

Among the most difficult things to accomplish is project success, mostly due to the dynamic and distinctive nature of projects. (Chow & Leiringer, 2016) of which, Martin Barnes' "iron triangle" is the most well-known in 1969. The "iron triangle" indicates that a successful project should be within budget, completed on schedule, and of high quality by placing "cost," "quality," and "time" at its apexes.

It is essential to choose quantifiable project objectives and to adequately document them, according to (PMI, 2017), The project manager and important stakeholders should respond to the following three questions: "What does success look like for this project?" "How will success be

measured?" and "What factors may impact success?" The project manager and the major stakeholders should agree on and document the answers to these questions. Additional standards related to the organizational strategy and the achievement of business objectives may be included in the project success criteria. These project goals could include, but are not restricted to: fulfilling the financial commitments outlined in the business case and finishing the project benefits management plan.

The scope of the measuring criteria used to assess project success is sometimes expanded as needed, and some researchers employ metrics other than the iron triangle. There are six factors that are most commonly used to gauge the performance of building projects, according to (Anton de Wit, 1988) which are: project manager/team satisfaction, contractor satisfaction, functionality, client satisfaction, budget performance, and schedule performance.

In his study on project success and performance evaluation, (R. G. Koelmans, 2004) employed project success indicators and criteria. According to (Shenhar, et al., 2001), the study expanded the parameters for project success to include stakeholder satisfaction and involvement, consumer benefit, and future organizational perspectives. According to (Frame, 2002), project success under the new project management paradigm is primarily determined by customer satisfaction. Time, money, and performance targets were among the clearly defined criteria for project success (Shenhar, et al., 2001). The completion of the project's goals within the parameters of time, money, and quality, along with other project accomplishments like client satisfaction, business success, and the client firm's strategic goals, as well as benefits for stakeholders and project personnel, are what determine a project's success (Ika, 2009).

Stakeholder satisfaction was suggested as a criterion for project success by (Yang, et al., 2011) in addition to the conventional ones of time, money, and quality. Diverse perspectives exist among stakeholders regarding success, and these may evolve over time (Turner, 2009). By incorporating other criteria, such as the goods' primary commercial/business success and potential for future company expansion, (Shenhar, et al., 2001) expanded the definition of project success. Thus, the project success criteria for this study were time, cost, quality, and stakeholder satisfaction

In order to deliver a successful project, the project team must be able to evaluate the project situation, balance the expectations, and keep proactive communication with stakeholders. Project

success is significantly increased when there is constant business alignment since the project stays in line with the organization's strategic direction. A project may be successful from the perspective of scope, time, and money, yet fail miserably from the perspective of business. This might happen if, before the project is finished, the needs of the firm or the market conditions change (PMI, 2017).

2.2.10 Challenges in Stakeholder Management

Stakeholder management entails more than just speaking with stakeholders, claims (PMI, 2017). Managing the interests and expectations of many stakeholders can be extremely complex due to their differing and conflicting objectives. It is the duty of project managers to ensure that the interests of stakeholders are balanced and that project teams communicate with them in a more professional and cooperative way. In order to effectively identify and manage project stakeholders, project managers may be asked to collaborate with the project sponsor and other team members from different locations around the world. Underestimating the antagonistic interests of stakeholders may lead to unanticipated problems, delays, cost overruns, and other unfavorable outcomes, such as project failures. Diverse parties may hold varying perspectives regarding the project.

Disregarding the concerns and knowledge possessed by key stakeholders as well as 'three noteworthy attitudes: obliviousness to the growing disaffection of constituents, priority of self-aggrandizement, and the illusion of invulnerable status are persistent features of arrogance (Nutt & Backoff, 1992). In a similar study, 400 strategic decisions were made. It was found that half of these decisions "failed," meaning they were either not implemented at all, executed just partially, or generated unsatisfactory results overall. This was mostly due to the decision makers' neglect of the interests and information held by important stakeholders.

One of the main reasons why many projects fail is a lack of understanding, definition, and adherence to a project management process groups (poor scoping, planning, launching, monitoring & controlling, and closure) throughout the project life (Pinto & Mantel, 1990). Stakeholder management may present an array of challenges, which might originate from the project manager's perspective or from one or more stakeholders who are involved in the project at different phases, either directly or indirectly. However, according to (Karlsen, 2002), stakeholder uncertainty leads to project failure due to a variety of factors, such as inadequate communication, changes in the project's scope of work, unfavorable press coverage, and unfavorable community reactions.

(Schein, 1990) claims that decision-making, negotiations, and communication are the three main areas where cultural differences might impact a project. These could lead to conflicts of interest among various stakeholders involved. On the other hand, (Harrison, et al., 2015) contend that the project manager must initially determine the fundamental cause and that examining the alliances and conflicts amongst stakeholders is a crucial stage in the stakeholder management process.

In summary, Developing and preserving a relationship between the project team and stakeholders is the focus of stakeholder management. In order to effectively engage stakeholders in the project and manage their needs and expectations, it is necessary to thoroughly consider how the project will influence or be affected by project stakeholders and to build a detailed strategy (KERZNER, 2009).

2.3 Empirical Studies

(Nauman & Piracha, 2016) sought to determine which project stakeholders were most important and to look into the relationships between them. The key components of project stakeholder management for efficiently managing construction projects were determined using the critical success factors (CSFs) approach. The end users of the customer were identified as the most significant project stakeholders, according to the results. Furthermore, it was shown that the most important component of a successful project's stakeholder management was understanding the demands and limits of the stakeholders; maintaining and fostering positive relationships with stakeholders by encouraging trust and commitment came in second.

Implementing efficient stakeholder management in the execution of construction projects has a significant impact on the project's successful completion, claim (El-Naway, et al., 2015). Building construction is successful when diverse personnel with vested interests are managed effectively. Stakeholders in a construction project have significant wants and interests, thus it is important to comprehend their needs as the project moves forward.

According to the findings of (Kelbessa, 2016), information input groups, management factor groups, and stakeholder estimation were the primary project stakeholder management input factors that impacted the process's performance. The subject of the study was Ethiopian public project performance and the impact of the project stakeholder management approach. The primary areas of concern in the project stakeholder management process were also determined by the findings.

According to the projects under study, stakeholder identification and the creation of project stakeholder management plans were not done well enough.

In the case of Ethiopian Road Authority, (Worku, 2018) carried out a survey to investigate the connection between stakeholder engagement techniques and project performance. The study evaluated the nation's project stakeholder engagement procedures for managing road construction. The survey employed a Likert-type scale with a range of 1 (Strongly Disagree) to 5 (Strongly Agree) for the following topics: how stakeholders are identified and analyzed; how information is disclosed to them; how consultations are conducted with stakeholders; how a conflict management system is implemented; how stakeholders participate in the project monitoring process; how the reporting system is designed; how stakeholders engage with the project through partnership and negotiation; how much management is involved in stakeholder engagements; and project performance. According to the study's findings, there is a statistically significant correlation between project performance and the following: developing stakeholder identification and analysis; sharing information with stakeholders; conducting stakeholder consultations; managing grievances; reporting to stakeholders; engaging in partnerships and negotiation with stakeholders; and involving management in stakeholder engagement.

In addition, (Gedamu, 2019) has conducted research on the state of stakeholder participation as well as the difficulties that arise while administering UNIDO projects, such as Addis Ababa. The study's findings on the difficulties in engaging stakeholders show that, when working in a multi-stakeholder project context, communication gaps were the most frequently encountered obstacles. Other significant obstacles encountered were noted as follows: incompatibility with partners' interests; challenges managing cultural differences; delayed identification of stakeholder interests; difficulties identifying all pertinent stakeholders and failing to provide them with sufficient attention in the appropriate sequence; and other factors.

2.4 Conceptual framework

In order to effectively involve stakeholders in project decisions and implementation, project stakeholder management involves identifying the individuals, groups, or organizations that may have an impact on or be affected by the project, assessing stakeholder expectations and their impact on the project, and developing appropriate management strategies. The classes aid in the work of the project team by analyzing stakeholder expectations, assessing how much they influence or are

impacted by the project, and formulating plans for successfully involving stakeholders in decision-making processes related to the project's planning and execution (PMI, 2017).

The conceptual framework for this research based on the key elements of project stakeholder management and their impact on project success.

Identification and analysis of project stakeholders, including their power, influence, and areas of interest, are the main goals of stakeholder engagement and analysis. Aligning stakeholder interests and fostering collaboration require effective stakeholder engagement tactics, such as frequent communication, participation in decision-making, and addressing stakeholder concerns (Missonier & Loufrani-Fedida, 2014).

Prioritization and Resource Management focuses on managing competing priorities among stakeholders and optimizing resource allocation. Conflicting objectives, timelines, and resource preferences can lead to delays, conflicts, and compromises that affect project delivery. Strategies for prioritizing stakeholder needs, negotiating trade-offs, and optimizing resource allocation are crucial for effective project management (Mints & Kamyshnykova, 2019).

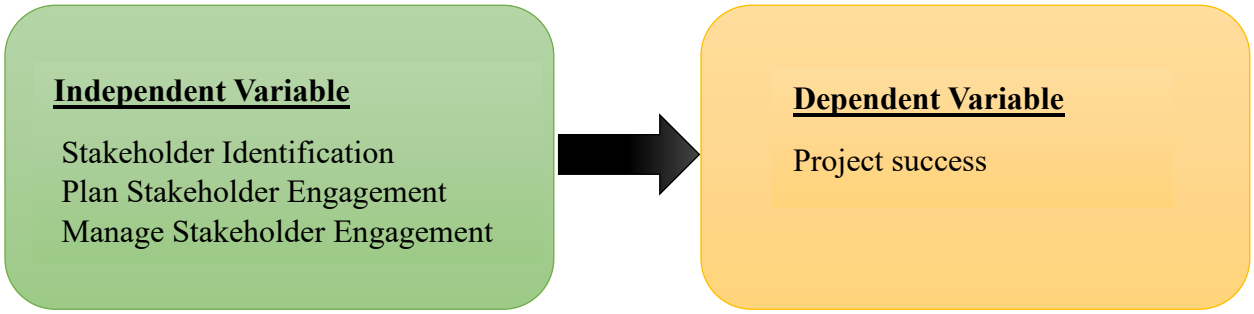

Figure 3: Conceptual framework adopted from (Atamba, 2016) modified

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

Large-scale infrastructure project delivery success depends heavily on effective stakeholder management (Yang, et al., 2009), especially for intricate, international projects like the Safaricom Telecommunication Ethiopia FTK Project. Identification, assessment, and engagement of diverse individuals, organizations, or groups with a stake in the project's results are all part of stakeholder management. Project teams may effectively handle the inherent hurdles and uncertainties that frequently arise during project implementation by proactively managing stakeholder expectations, aligning their interests, and encouraging effective communication.

This section of the study focuses on outlining the research methods and protocols that were applied in order to collect and analyze the necessary data to respond to the research questions. As a result, this section covers the research design and methodology, data sources and collection techniques, study population, data analysis methodology, validity and reliability analysis, and study-related ethical issues. Furthermore, the study's findings are given and expanded upon in the upcoming chapters.

3.2 Research design and Approach

As previously mentioned, the primary goal of this research is to investigate and evaluate the impact of stakeholder management on the successful completion of a project, using the Safaricom Telecommunication Ethiopia Project as a case study. Therefore, the study has discussed and critically assessed stakeholder identification, planning, and management, processes, as well as the effects of these processes on the project delivery.

The study employs a mixed-methods research design, Combining both qualitative and quantitative approaches. Through the constructive description, display, or summarization of data, descriptive analyses enable patterns to emerge that meet all the requirements of the data and facilitate their easy understanding and interpretation. As a result, a precise and demographic profile of the participants will be analyzed using the descriptive study design. The study employed an explanatory research design to evaluate the relationships between project success and stakeholder management process. (Dudovskiy, 2022) states that it is also used to establish the cause-and-effect relationship.

Quantitative analysis is the systematic examination of observable phenomena by mathematical, statistical, and computer procedures that yield numerical data in the form of statistics, percentages, and other related concepts. It is associated with objects that can be described in terms of quantity or that can be counted (Mishra & Alok, 2011), This will allow for a more comprehensive understanding of the impact of project stakeholder management on the effective delivery of the Safaricom Telecommunication Ethiopia FTK Project.

3.3 Source of Data and Data Collection Methods

The study utilizes primary data which was obtained through the application of self-administered structured questionnaire from participants in the aforementioned project at Safaricom Telecommunication Ethiopia.

Primary data are first-hand observations made by the researcher, including surveys, interviews, and experiments conducted with a specific goal of comprehending and resolving the study topic at hand (Ajayi, 2017). The questionnaire consists of closed-ended questions. It is partially constructed using previously tested study that was modified from (Agegnehu, 2022), (Amanuel, 2020) and the (PMI, 2017) reviewed literature for this study's compatibility.

To gauge respondents' responses to this quantitatively constructed questionnaire, a five-point Likert scale was used. Key stakeholder Groups and Stakeholder management challenges were examined separately and Stakeholder identification, plan stakeholder engagement, and manage stakeholder engagement are the three independent variables that measure the one dependent variable project success to value the project delivery effectiveness on the five-point Likert scale questionnaire. The questionnaires contain items for every independent variable and dependent variable.

3.4 Target population of the study

A census is a complete record of every item in the population. (Kothari, 2004) asserts that when the population is small, census inquiries must be employed; sample surveys are ineffective in such a circumstance. It can be assumed that maximum accuracy is achieved when every possible subject is asked in this kind of investigation.

The network deployment management team as a whole, comprising all management team from the top down in this project is the target demographic for the research. Information was obtained

from the project structure and it indicates that 47 management staff members are in charge of organizing, rolling out, supervising, and supporting the project's implementation.

Table 1: List of Departments and managing personnel

Department	Team	Team Leader	Support team leader	Project Manager	Total
Network Planning	4	4	4	1	9
Site Acquisition	2	2	2	1	5
Engineering	3	3	3	1	7
Civil Works	4	4	4	1	9
Operations	2	2	2	1	5
Project Management	1	1	1	1	3
Regulatory Affairs	1	1	1	1	3
Environmental, Health & Safety	1	1	1	1	3
Public Relations	1	1	1	1	3
				Grand Total	**47**

Source: Organizational Structure of the project

3.5 Method of Data Analysis

After the necessary data has been collected, it becomes essential to manage it by generating summaries, categories, and statistical conclusions to convert the raw data into information for meaningful and usable purposes. Statistical software for social science (SPSS) was applied to analyze it. With the help of this application, the research was analyzed with descriptive data using a variety of statistical approaches, including frequency, percentage mean, standard deviation. By organizing the raw data and transforming it into graphical and tabular representation, the data is made ready for interpretation. Additionally, correlation was employed to look at the connection between project success and stakeholder management processes.

3.6 Validity and Reliability Analysis

3.6.1 Validity

The term "validity" describes an instrument's ability to measure a particular thing accurately. In order to do this, a discussion with the research adviser helped assess the quality or content of the data gathering tool.

3.6.2 Reliability of the Measurement

Consistency is the key to reliability. It gauges how consistently respondents answered a subset of the items in your questionnaire or all of the questions overall (Saunders, et al., 2009). The Cronbach's Alpha coefficient was used to calculate the reliability coefficient. The test's value ranged from zero to one. High internal consistency among the elements is shown by the higher value.

Excellent (1-0.9), Good (more than 0.8), Acceptable (greater than 0.7), Questionable (higher than 0.6), Poor (greater than 0.5), and Unacceptable (less than 0.5) are the scores on the reliability test scale according to IBM SPSS statistics by (George & Mallery, 2019). The overall Cronbach Alpha coefficient for the study, based on reliability analysis for each item is adequate and from study's planned scales exceed what is reasonable.

Table 2: Cronbach's Alpha Value

Variables	Cronbach's Alpha Value	Number of Questions
Stakeholder Identification	0.782	5
Plan Stakeholder Engagement	0.709	5
Manage Stakeholder Engagement	0.767	6
Project success	0.759	5
Stakeholder Management Challenges	0.615	7

Source: Own Survey 2024

3.7 Ethical Considerations

(Saunders, et al., 2009) assert that there are important ethical considerations that must be kept in mind while starting a research study. It said that maintaining data confidentiality and protecting study participants' privacy, anonymity, and consent are ethical considerations. In light of this, the study's ethical criteria of participant privacy and anonymity, voluntarism, objectivity, confidentiality, and informed permission were all upheld in this survey. As a result, the respondents received assurances on the privacy and anonymity of the data they submitted in the survey, as well as information about the goal and anticipated applications of the study.

CHAPTER FOUR

4. RESULT OF THE STUDY AND DISCUSSION

4.1 Introduction

On this chapter, the results of the analysis of the information gathered from the respondents to evaluate the impact of project stakeholder management on project success are presented. Descriptive statistics were used for the analysis, and the results of the study are displayed using these statistics as mean value, frequency, and percentage. The Statistical Package for Social Sciences (SPSS) software version 27 output is used to guide the explanation of the results. Within the 47 questionnaires distributed to the respondents, 44 were correctly completed and returned, accounting for 93.6% of the intended plan. Three (6.4%) of the questionnaires were not returned, and the analysis was based on the 44 completed and returned questionnaires, which represent a 93.6% response rate. The response rate is sufficient for additional research.

4.2 Demographic information

Table 3: Demographic Information

Items	Category	Frequency	Percent	Total
Age	18-25	1	2.3	44
	26-30	8	18.2	
	31-35	15	34.1	
	36-40	17	38.6	
	41+	3	6.8	
Gender	Female	16	36.4	44
	Male	28	63.6	
Level of Education	BA/BSc.	31	70.5	44
	MA/MSc.	13	29.5	
Current Position	Project Manager	6	13.6	44
	Project Team Leader	16	36.4	
	Project Support Team Leader	16	36.4	
	Project Team Professional	6	13.6	
Work Experience	1-5	1	2.3	44
	6-10	11	25.0	
	11-15	15	34.1	
	15+	17	38.6	

Source: Own Survey 2024

The information table above shows that just 1 respondent, or 2.3% of the total, fell between the ages of 18 and 25, with the remaining 8 respondents, or 18.2% of the total, falling between the ages of 26 and 30. Gender is the next subject to be discussed. Of the staff who participated in the project, 63.6% (28) were male, while the proportion of female was lower at 36.4% with 16 respondents. The majority of the respondents accounted for 34.1% & 38.6% were in range of 31-35 & 36-40 respectively. This implies that most of the respondents in this research were above 30 of age. When it come to the level of education, 70.5% (31) of the respondents have completed their first degree and the rest of 29.5% (13) have earned their master's degree. It indicates that the respondents were professionals that are appropriate for the analysis undergone. Job position of the respondents was classified as Project manager and Project team professionals accounted for 13.6% each along with Project team leader and Project support team leader accounts for 36.4% each at the project.

Lastly, the majority of respondents fall under the work experience category of 15 and above years comprising 38.6% with 17 respondents and also most experienced employees who were participated in the project. The respondents who were under the range of 11-15 years of work of experience share 34.1% of the research population and also shows the correlation with the age group stated above. Respondents with work experience between 6-10 were 25% of total and the least number of respondents with 2.3% were recorded in work experience category of 1-5 years; this also explains the age group of the respondents.

4.3 Descriptive statistics

The below table 4.2 shows the list of potential key stakeholder groups in which we can find in telecommunication industry and after the survey was done with respondents the following data was retrieved in which shows a project team is a major stakeholder group with a frequency of 44 or the total population of research. Vendors, Regulatory bodies, Land owners and Local communities were also selected as key stakeholder group below project team with a percentage of 88.6%, 84.1% and 72.7% respectively. The survey also included a cell to allow respondents choose if they have other key stakeholder in mind hence, it ended up scoring the lowest frequency of 2 or 4.5% of the total share. From the generic list given on the survey, Subcontractors & Customers were the least with both scoring a record of 13.6%.

Table 4: Descriptive: Stakeholder group identification

Key Stakeholder Group	Frequency	Percent
Project Teams	44	100.0
Vendors/ Suppliers	39	88.6
Regulatory Bodies	37	84.1
Land Owners	32	72.7
Subcontractors	6	13.6
Local Communities	32	72.7
Customers	6	13.6
Others	2	4.5

Source: Own Survey Data 2024

The mean scope measurement mentioned by (Sadeghi, et al., 2012) serves as the basis for all decisions made regarding the mean value in descriptive studies. A mean score of 3.40 to 3.79 is regarded as moderate, a mean score of 3.80 and higher is regarded as high, and a mean score of less than 3.39 is deemed low. Kaufmann's standard deviation decision rule was used for determine the standard deviation's value. A CV >= 1 implies a reasonably high variation, whereas a CV < 1 indicates a low variation, according to (Kaufmann, 2014)formula for estimating the coefficient of variation (CV=standard deviation / Mean).

Table 5: Descriptive Statistics: Stakeholder Identification

Stakeholder Identification					
Item	**N**	**Min.**	**Max.**	**Mean**	**SD**
Key stakeholders were properly identified	44	2	4	3.45	.697
Stakeholders' area of interest was identified at the beginning of the project	44	2	5	3.55	.791
Stakeholders' influences were predicted at the beginning of the project	44	2	5	3.52	.849
Needs and expectations of stakeholders were explored	44	1	5	3.11	1.104
Identification of stakeholders at the beginning of the project will lay the foundation for the project success	44	1	5	3.66	1.219
Overall Average Value				3.46	.696

Source: Own Survey Data 2024

The respondents moderately agreed to three items on of the questionnaire scoring a mean of 3.45, 3.52 and 3.55 in which indicates there is implementation of stakeholder identification on the project. The respondents also validated that the "identification of stakeholders at the beginning of the project will lay a foundation for project success" with a mean value of 3.66. which marks the

highest mean value. yet, “Needs and expectations of stakeholders were explored” scores comparatively the lowest mean value which indicates there might be an incompatible interest with different stakeholders. Hence, the overall mean value scores 3.46 which indicates there is a fair practice in the project regarding stakeholder identification. It also shows that participant involved in the project response consistency was moderate with an overall standard deviation of 0.696.

Table 6: Descriptive Statistics: Plan Stakeholder Engagement

Plan Stakeholder Engagement					
Item	**N**	**Min.**	**Max.**	**Mean**	**SD**
Stakeholder engagement plan provides an actionable plan to interact effectively with stakeholders	44	1	4	3.18	.815
Stakeholder engagement plan identifies how the project will affect stakeholders	44	2	5	3.27	.924
Stakeholder engagement plan enables the project manager to prepare different mechanisms to effectively engage stakeholders in the project and manage their expectations.	44	1	5	3.61	1.061
Stakeholder engagement plan leads to achieving project objectives	44	2	5	3.95	.939
Stakeholder engagement plan leads to improved project communication	44	2	5	3.45	.975
Overall Average Value				3.50	.643

Source: Own Survey Data 2024

The item with the highest mean value from the above table is 3.95, it shows that plan stakeholder engagement leads to achieving project objectives. The next items with highest mean are the enablement of project managers to prepare mechanisms with a value of 3.61. As it showed above, all items of the variable fall on moderate value except for item 1 which comes a little short with mean value of 3.18 and indicates that there is an established plan that addresses the interests and limits of stakeholders. As indicated by the participants' responses, the overall mean value of the variable for Plan Stakeholder Engagement set 3.50 with a standard deviation of 0.643.

This indicates plan stakeholder engagement provides a low actionable plan to interact effectively with stakeholders, identifies how the project will affect stakeholders, and also shows enabling the project manager to prepare different mechanisms to effectively engage stakeholders in the project and leading to improved project communication are moderate in the project. The standard deviation shows there is not much difference in responses. As a result, the actionable plan to interact with stakeholders in the project need an improvement.

Table 7: Descriptive Statistics: Manage Stakeholder Engagement

Manage Stakeholder Engagement					
Item	**N**	**Min.**	**Max.**	**Mean**	**SD**
You were encouraging communication with stakeholders	44	1	5	3.43	1.065
There is an engagement of stakeholders on the project demos, workshops, and events	44	2	5	3.48	.927
Building partnership is a good approach for involving stakeholders	44	2	5	3.36	.865
There is a proactive conflict management process to identify and address potential issues with stakeholders.	44	1	5	3.39	.970
Stakeholder engagement is considered vital for project success	44	1	5	3.93	1.149
Stakeholder engagement helps in identifying, mitigating, and re-assessing risks contributes to project success.	44	1	5	3.45	.926
Overall Average Value				3.51	.671

Source: Own Survey Data 2024

When asked if stakeholder engagement is considered vital for project success, respondents indicated that they agreed with the highest score of 3.93 mean value. respondents who took part in the project showed a moderate approach that regarding identifying, mitigating, and re-assessing risks contributes to project success and engagement of stakeholders on the project demos, workshops, and events with a mean value score of 3.45 and 3.48 respectively. The mean values of 3.43, 3.36, and 3.39 for the remaining items 1, 2, and 3 respectively, suggest that the project needs to strengthen its partnership and involve stakeholders more. It should also encourage communication with various stakeholders and improve a proactive conflict management process to identify and resolve any potential issues with stakeholders. 3.51 is the overall average mean value, regarded as a modest mean value. 0.54082 is the standard deviation, which suggests consistency in the replies provided by the project participants.

Table 8: Descriptive Statistics: Project success

Project success					
Item	**N**	**Min.**	**Max.**	**Mean**	**SD**
Project schedule was realistic and take into account potential delays and resource availability.	44	1	5	3.84	1.055
Projects' typically stay within the allocated budget throughout the project duration.	44	1	5	3.09	1.074
The set standard/quality in the project was met.	44	2	5	3.48	.927
The project is satisfying stakeholders	44	1	5	3.45	1.109
Overall, the project management practices used in the project lead to successful project delivery.	44	2	5	3.45	.975
Overall Average Value				3.46	.736

Source: Own Survey Data 2024

When it comes to project success, project schedule was realistic and take into account potential delays and resource availability scored the highest mean value with 3.84 which indicates the project's time management and stakeholder engagement was very good. The project's Overall, the project management practices used in the project lead to successful project delivery and stakeholder satisfaction has a similar mean value of 3.45 implies the project is moderately successful even though it has affected negatively by one of success criteria Projects' typically stay within the allocated budget throughout the project duration with a mean value of 3.09. The overall average mean also supported it with a value of 3.46 and a standard deviation of 0.736 which shows a little inconsistency on participants response.

Table 9: Descriptive Statistics: Summary of all variable

Descriptive Statistics Summary					
Item	**N**	**Min.**	**Max.**	**Mean**	**SD**
Stakeholder Identification	44	2	4	3.46	.696
Plan Stakeholder Engagement	44	2	4	3.50	.643
Manage Stakeholder Engagement	44	2	5	3.51	.671
Project success	44	2	5	3.46	.736
Valid N (listwise)	44				

Source: Own Survey Data 2024

The mean and standard deviation of each variable with regard to the lowest and greatest values are summarized in table 4.7 above. As a result, the mean value for stakeholder identification is 3.46 with a standard deviation of 0.696; the mean value for planning stakeholder engagement is 3.50 with a standard deviation of 0.643; the mean value for managing stakeholder engagement is 3.51 with a standard deviation of 0.671; and the mean value for project success is 3.46 with a standard deviation of 0.736. According to the figures above, project success and stakeholder identification have lower mean values than the other independent variables.

According to Sadeghi et al. (2012), the project is higher than the considered low value of 3.39. To succeed in the upcoming project phases, nevertheless, greater attention must be paid to the project. The descriptive statistics show Manage Stakeholder Engagement has the highest mean value of 3.51. It shows the stakeholder engagement is a major factor on the delivery of the project by helping to identify, mitigating and reassess all the risks.

In general, the variables' mean values were discovered to be between 3.46 and 3.51. This demonstrates that Safaricom Telecommunication Ethiopia's overall stakeholder management methodology was effective for the FTK project and helped to ensure the telecom facilities were completed successfully. As a result, it is recommended that the company keep using stakeholder management techniques and be encouraged to use them in future projects broader than the current.

4.4 Correlation analysis

To interpret a correlation coefficient there is a conventional approach set by (Schober, et al., 2018) for an absolute magnitude of observed correlation coefficient between 0 - 0.1 it indicates negligible correlation, if the data falls under the range of 0.10 – 0.39 the interpretation implies weak correlation and if the magnitude range is 0.40 – 0.69, 0.70 – 0.89 and 0.90 – 1.0, it can be interpreted as Moderate, Strong and Very strong correlation respectively.

Table 10: Correlation Analysis: Between Variables

Correlations					
		Stakeholder Identification	Plan Stakeholder Engagement	Manage Stakeholder Engagement	Project success
Stakeholder Identification	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	44			
Plan Stakeholder Engagement	Pearson Correlation	.793**	1		
	Sig. (2-tailed)	.000			
	N	44	44		
Manage Stakeholder Engagement	Pearson Correlation	.835**	.881**	1	
	Sig. (2-tailed)	.000	.000		
	N	44	44	44	
Project success	Pearson Correlation	.725**	.803**	.876**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	44	44	44	44
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Own Survey Data 2024

The purpose of the aforementioned correlation analysis was to ascertain whether a positive correlation existed between the independent variables and the dependent variable. The table above suggests that the independent variables of stakeholder identification, plan stakeholder engagement, managing stakeholder engagement, and project success exhibit a significant positive correlation.

With an R-value of 0.876, managing stakeholder engagement and project success have the strongest and most positive correlation among all the variables. project success is substantially and

favorably connected with both Plan stakeholder engagement and Stakeholder Identification, with R-values of 0.803 and 0.725, respectively, in addition to managing stakeholder engagement.

As to (Schober, et al., 2018), a Pearson correlation coefficient falling between 0.70 and 0.89 is considered to be strong. As a result, this study shows that the strong relationship between stakeholder management process and project success.

4.5 Stakeholders Management Challenges

The primary goal of this section was to identify the stakeholder management challenges associated with telecommunications infrastructure projects. Stakeholder management difficulties were rated by all research participants on a five-point Likert scale (1 to 5), with 1 Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, and 5 Strongly Agree. The results of the research are displayed in the table below.

Table 111: Stakeholder Management Challenges

Stakeholder Management Challenges		
List of possible challenges	N	Mean
Late identification of stakeholders' interest	44	3.61
Poor engagement of stakeholders	44	1.93
Incompatible interests of partners	44	3.27
Knowledge gaps about a particular issue	44	2.11
Communication gaps	44	2.80
Competing Priorities	44	3.61
Procedural issues (related to legal and administration laws)	44	3.91
Valid N (listwise)	44	

Source: Own Survey Data 2024

Stakeholder management challenges that participants encountered most frequently were procedural concerns about legal and administrative laws, with a mean score of 3.91. Other difficulties came after this. Stakeholder management issues resulting from partners' incompatible interests and communication gaps with stakeholders scored a mean value of 2.80 and 3.27, respectively, while late identification of stakeholders' interests and competing priorities received a mean value of 3.61. Conversely, knowledge gaps about specific/technical issues with a mean score of 2.11 and poor stakeholder engagement with a mean value of 1.93 were noted as the lowest-ranking obstacles in comparison to other stakeholder management issues.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

This study assessed the impact of stakeholder management process on project success and related challenges to a telecom project by taking Safaricom Telecommunication Ethiopia FTK Project as a case study. In terms of stakeholder management process theory, the variables stakeholder identification, plan stakeholder engagement, and manage stakeholder engagement are articulated. The theory is used by numerous field researchers.

Of the 47 surveys provided to participants, forty-four (93.6%) were correctly completed and returned. There were only 3 (6.4%) unreturned surveys; therefore, 44 questionnaires with a 93.6 % response rate that were returned were included for study. The response rate was sufficient for additional research.

The analysis of the returned surveys was done using the statistical program SPSS (Statistical Package for Social Science) version 27. A combination of frequency, mean, and standard deviation values were used for descriptive analysis and a Pearson correlation was then carried out to look at the relationship between the variables.

The study contains respondent demographic data. 38.6% (17) of the respondents holds the majority number were in the age range of 36–40 years. Gender was the next demographic item to be discussed. Of the participants that involved in the project, only 36.4% (16) were female, while the male population of the project were accounted for 63.6% (28). In terms of education, 31 respondents represent 70.5% have earned their first degree, and the remaining 13 (29.5%) respondents have earned their master's degree. Regarding employment status, the bulk of responders are project team leaders and support team leaders 36.4% (16) from various project-related departments. The final demographic item concerns job experience; 38.6% of respondents had 15 years or more of work experience, which makes up the majority of respondents17 in number.

It was discovered that roughly seven groups and organizations were chosen to be key stakeholders. And respondents were given the chance to reflect their thought of any unstated key stakeholder in

mind; however, respondents filtered out only some of the typical stakeholders in the industry. The 7 key stakeholder group of telecommunication projects are namely project team, vendor/suppliers, regulatory bodies, landowners, subcontractors, local communities and customers. The study implies all the stakeholder groups are not considered as key stakeholder group in the project. Project team being on top Only vendors/supplier regulatory bodies, land owners and local communities were selected as key stakeholder group by the vast number of the respondents.

The mean and standard deviation of each variable with respect to the minimum and maximum values are displayed in the descriptive analysis. As a result, project success has (Mean=3.46, Std. D=0.736), stakeholders' identification has (Mean=3.46, Std. D=0.696), plan stakeholder engagement has (Mean=3.50, Std. D=0.643), and manage stakeholder engagement has (Mean=3.51, Std. D=0.671).

According to the descriptive statistics, among the independent variable stakeholder identification has the lowest mean value and it has the same mean value of (M=3.46). with project success in which It shows the project was moderately successful in terms of schedule, quality, and stakeholder satisfaction stakeholder. Except it has some drawback with project budget. The mean value of the variables was found between 3.46 and 3.51, and the standard deviation falls in the range of 0.643 to 0.736. This implies there is a moderate agreement on the project's practices of stakeholder management between project team and a comparatively low variance in responses.

To ascertain whether or not there is a positive connection between independent variables and a dependent variable, a Pearson correlation analysis was performed. Based on the results of the correlation analysis, The independent variables of stakeholder identification, plan stakeholder engagement, manage stakeholder engagement, and the only dependent variable project success are significantly positively correlated.

Plan and manage stakeholder engagement have a Pearson correlation that is the highest and most positive relationship among all of the variables and Manage stakeholder engagement has the strongest and significant correlation with the dependent variable project success ($r=0.876$, $n=44$, $P<0.01$). In addition, plan stakeholder engagement & stakeholder identification have an R-value of 0.803 & 0.725 respectively.

Stakeholder management challenges that participants encountered most frequently were procedural concerns about legal and administrative laws, with a mean score of 3.91. Other difficulties came after this. Stakeholder management issues resulting from partners' incompatible interests and communication gaps with stakeholders scored a mean value of 2.80 and 3.27, respectively, while late identification of stakeholders' interests and competing priorities received a mean value of 3.61. Conversely, knowledge gaps about specific/technical issues with a mean score of 2.11 and poor stakeholder engagement with a mean value of 1.93 were noted as the lowest-ranking obstacles in comparison to other stakeholder management issues.

5.2 Conclusions

This research's primary objective was to assess the impact stakeholder management has on the project success of Safaricom telecommunication Ethiopia FTK project. Stakeholder management is one of the key factors that defines the project's success, and it is indeed one of the primary concerns for a company to complete a project successfully, as we have studied in various studies. Therefore, the study has met its objectives, and the conclusions that follow are based on the research's findings.

Assessing the impact of stakeholder identification, plan stakeholder engagement and manage stakeholder engagement on project success, identifying the key stakeholder groups in the project and examining the major stakeholder management challenges on project delivery were the specific objectives of this research. The study's descriptive analyses showed that it has moderate mean value of each independent variable. This demonstrated that while both the company and the project in particular have solid stakeholder management practices, yet it still requires some small adjustments.

Based on the statistical and empirical outcomes discussed in the previous chapter, The project team, vendors, regulatory agencies, landowners, and community members are identified as the industry's key stakeholders. This suggests that the project's management of internal stakeholders and those with contractual obligations is its main focus.

Stakeholder management and project success have a strong and positive correlation. In addition, when it came to stakeholder management challenges, participants most commonly

experienced procedural concerns about legal and administrative matters. Additional challenges stem from incompatible interests of partners and minor communication gaps with stakeholders.

5.3 Recommendations

The study's conclusion revealed the following recommendations: the study's findings indicated that project success has relatively weaker association with plan stakeholder engagement and a negative effect with stakeholder identification. The analysis evaluates the company's stakeholder management practices as moderate. However, it can be improved by creating a thorough procedure for identifying stakeholders. A variety of strategies, including document reviews, key personnel interviews, and stakeholder mapping tools, should be used in this process.

In order to ensure project success through key stakeholder groups the company should build strong connections with regulatory bodies to guarantee project compliance and successfully handle the permitting process, respond proactively to community concerns about project benefits, social disruption, and environmental impact and work alongside significant technology suppliers to guarantee equipment delivery on schedule and technical assistance all through the project's lifecycle. Furthermore, emphasis on both internal and external stakeholders by creating a list of potential stakeholders early in the project and updating it as more project documentation develops.

When it comes to managing different stakeholder management challenges, implement a plan for engaging stakeholders that is suited to their particular needs and preferences. The channels of communication, the frequency of communication, and the level of detail offered should all be specified in this plan. In addition, communicate with various stakeholders involved, create a negotiation terms, focus on reducing incompatible interests and competing priorities. And also identify possible conflicts amongst stakeholders in advance and create mitigation plans.

Finally, Safaricom Telecommunication Ethiopia stakeholder management is being done properly on the full turnkey project, but this does not guarantee that it will continue in the future projects or that the company's overall procedures will be followed. This study recommends that monitoring and assessing the project stakeholder management process on a regular basis during the course of implemented projects, as well as timely and accurate documenting of lessons learned.

5.4Future Research Area

The study has certain limitations with relation to the research methodology, project success criteria, study scope, and other variables that were not noticed. The researcher is unable to address these constraints due to time constraints and other uncontrollable personal situations. Due to those reasons future researchers are suggested to conduct in-depth interviews and focused group discussions with various stakeholder groups including government regulators and community leaders in order to collect substantial qualitative data.

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ANNEX

Research Questionnaire Impact of Project Stakeholder Management on Project success: The Case of Safaricom Telecommunication Ethiopia FTK Project	

Addis Ababa University

College of Business and Economics

Department of Project Management

Post Graduate Program

Dear Participants,

My name is Temesgen Shewaye and I am conducting a research project on "Impact of Project Stakeholder Management on Project success: The Case of Safaricom Telecommunication Ethiopia FTK Project" in Partial Fulfillment of the Requirements for the Award of Master of Arts Degree in Project Management at Addis Ababa University. The main purpose of this questionnaire is to collect necessary data for the above-mentioned study from the participants of the project. The information you provide will be used only for the academic purpose and will be kept strictly confidential. Appreciating your willingness, time and cooperation, you are kindly requested to fill the questionnaire carefully and responsibly based on your experience in the project since the outcome of this study will highly depend upon your response.

Best Regards,

Temesgen Shewaye
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Email: -Tetey.com@gmail.com

Overview

Project Stakeholders Management Project Stakeholder Management is the process essential to identify the people, groups, or organizations that could impact or be impacted by the project, to evaluate stakeholder expectations and their impact on the project, and to create appropriate management strategies for effectively engaging stakeholders in project decisions and implementation ((PMI, 2017).

List of project Stakeholders (Van der Walt, 2020)

Please kindly note that all the below stakeholders may not be stakeholders to the selected project.

Internal Stakeholders	External Stakeholders	Project Team Members	Contractors and Suppliers
The project sponsor	Government (national, local, international)	Any permanent or part-time workers assigned to the project team. It will include the project, business, and technical project team staff assigned to the project, and any functions, professionals, or experts supporting the project on specific issues.	Technology suppliers
The project management office	Local communities		Design engineers
Company directors and all other employees and officers of the organization who own the project	External investors		Engineering consultants
Centralized company functions	Non-government organizations		Managing and engineering contractors
Affected members' firms by the project in the holding company	Any other interest group or pressure group		Equipment fabricators
	Media		Constructors
	Organized labor, such as unions		Equipment and raw material suppliers
	Industry peers		
	Local businesses		
	Potential partners		
	External business competitors		
	Any other interested and affected parties		

Part I

Please just tick ✅ the box provided in front of each question.

1. **Age**

   18-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41+ ☐

2. **Gender**

   Female ☐ Male ☐

3. **Level of Education**

   BA/BSc. ☐ MA/MSc. ☐ PhD. ☐

4. **Current Position**

   Project Manager ☐

   Project Team Leader ☐

   Project Support Team Leader ☐

   Project Team Professional ☐

5. **Work Experience**

   1 – 5 Years ☐ 6 – 10 Years ☐

   11 – 15 Years ☐ 15+ Years ☐

Part II

Please kindly tick ✅ your level of agreement or disagreement.

5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree

Statement	Yes	No		
Key Stakeholders groups				
Project Teams are the key stakeholders involved in the project				
Vendors/ Suppliers are the key stakeholders involved in the project				
Regulatory Bodies are the key stakeholders involved in the project				
Land Owners are the key stakeholders involved in the project				
Subcontractors are the key stakeholders involved in the project				
Local Communities are the key stakeholders involved in the project				
Customers are the key stakeholders involved in the project				
I believe there is another key stakeholder				

Part III

Please kindly tick ✅ your level of agreement or disagreement.

5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree

Statement	5	4	3	2	1
Stakeholder Identification					
Key stakeholders were properly identified					
Stakeholders' area of interest was identified at the beginning of the project					
Stakeholders' influences were predicted at the beginning of the project					
Needs and expectations of stakeholders were explored					
Identification of stakeholders at the beginning of the project will lay the foundation for the project success					
Plan Stakeholder Engagement					
Stakeholder engagement plan provides an actionable plan to interact effectively with stakeholders					
Stakeholder engagement plan identifies how the project will affect stakeholders					

Stakeholder engagement plan enables the project manager to prepare different mechanisms to effectively engage stakeholders in the project and manage their expectations.					
Stakeholder engagement plan leads to achieving project objectives					
Stakeholder engagement plan leads to improved project communication					
Manage Stakeholder Engagement					
You were encouraging communication with stakeholders					
There is an engagement of stakeholders on the project demos, workshops, and events					
Building partnership is a good approach for involving stakeholders					
There is a proactive conflict management process to identify and address potential issues with stakeholders.					
Stakeholder engagement is considered vital for project success					
Stakeholder engagement helps in identifying, mitigating, and re-assessing risks contributes to project success.					
Project Success					
Project schedule was realistic and take into account potential delays and resource availability.					
Projects typically stay within the allocated budget throughout the project duration.					
The set standard/quality in the project was met.					
The project is satisfying stakeholders.					
Overall, the project management practices used in the project lead to successful project delivery.					

Stakeholder management Challenges					
Late identification of stakeholders' interest					
Poor engagement of stakeholders					
Incompatible interests of partners					

Knowledge gaps about a particular issue					
Communication gaps					
Competing Priorities					
Procedural issues (related to legal and administration laws)					