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COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE

The Role of Project Management Planning on Project Success: the case of Ethiopian Heritage Authority Conservation Projects

BY: Bisrat Ayele

Advisor: Bahran A. (PHD)

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APPROVAL BY BOARD OF EXAMINERS

Members of the Board of Examiners approve that this research project entitled "**The role of Project Management Planning on Project Success: the case of Ethiopian Heritage Authority Conservation Projects**" undertaken by Bisrat Ayele Woldegiorgis fulfills the requirements for the Degree of Master of Arts in Project Management and is acceptable with regards to the standards and regulations of the University.

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Bahran A. (PhD)	_____	_____
Advisor	Signature	Date
Abera L. (Ph.D)	_____	_____
Internal Examiner	Signature	Date
Salamilak M. (PhD)	_____	_____
External Examiner	Signature	Date

STATEMENT OF DECLARATION

I, hereby, declare that this study entitled "**The role of Project Management Planning on Project Success: the case of Ethiopian Heritage Authority Conservation Projects**" is submitted in partial fulfilment of the requirement for Degree of Master 's in project management with the guidance and support of the thesis advisor. This study is my original work and it has not been presented for any degree or diploma program in this or any other university/institution, and that all source of materials used have been dully acknowledged.

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Bisrat Ayele Woldegiorgis

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LETTER OF CERTIFICATE

This is to certify that this research project, undertaken by Bisrat Ayele Woldegiorgis "**The role of Project Management Planning on Project Success: the case of Ethiopian Heritage Authority Conservation Projects**" is her own original work and it has not been submitted to any institution.

_____

Bahran A. (PHD)

Research Advisor

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ABSTRACT

Effective project management planning contributes to the success of built heritage conservation projects. This study is aimed to identify the role of project management planning on project success in the case of Ethiopian Heritage Authority (EHA) built heritage conservation projects. Project management planning includes variables like planning integration, planning scope, planning time, planning cost and planning quality. Target population of 60 experts encompassed the 6 core directorates of the organization and data was collected back from 42 of the respondents. The basis for the research included case studies and census methodologies, with a cross-sectional study timeframe. The collected data were quantitatively examined using descriptive statistics and the statistical software SPSS version 27. Findings reveal that there is a positive correlation between project success and all the variables of project management planning. Regression model was used to test the causal link between the independent and dependent variables of the study. Results of the linear regression indicates all the variables have a statistically significant and positive effect on project performance. It is recommended to give ample focus to project management planning as it determines the success of a heritage conservation projects.

Keywords: Project management planning, Project success, Integration planning, Scope planning, Time planning, Cost planning, Quality planning, Built heritage, Conservation, Ethiopian Heritage Authority

Chapter one

1. Introduction

1.1 Background of the study

A plan for project management is an integrated plan document that outlines, at the summary or detailed level, how a project will be implemented, monitored, controlled, and closed. It can only be finished once or at a specific point in the project's life cycle, and its content changes depending on the industry and complexity of a project. The main benefit of this approach is that it creates a thorough project plan, or road map, of all project work and how it will be carried out. (PMI, 2017). During the planning phase, the procedures that determine the overall project effort, specify and refine the objectives, and construct the action plan required to attain project goals are carried out. It entails developing the project management plan as well as all necessary documentation, such as the schedule, budget, work breakdown structure, quality plan, communication plan, risk response plan, procurement plans, and human resource (Rediet Ahmed, 2021).

Before digging deeper into the role of project management planning in project success, it is critical to agree on a definition of project success, as many people define the term differently. Some consider a project successful if it meets its cost, time, and quality objectives, while others consider it successful if it meets broader corporate and enterprise objectives. In both cases, planning is directly related to project success (Pedro Serrador, 2013).

According to UNESCO, heritage is the tangible or intangible legacy left by previous generations for us to enjoy, preserve, and pass on to future generations (UNESCO, 2023). Despite the fact that the term heritage encompasses all natural, cultural, mixed, tangible, intangible, movable,

immovable, and other diverse types of heritage (*Heritage_dimension.Pdf*, n.d.), this paper will focus on built heritages. Built heritage is tangible heritage which may consist of a single or group of buildings, monuments, structures or archeological sites with a significant historic or architectural value (*Chapter_16__-Built_Heritage.Pdf*, n.d.) .

Built heritage conservation projects are complex due to the uniqueness of each project, the unpredictability of physical condition, their age, the construction process, the involvement of a diverse range of stakeholders, the careful planning and management required to ensure their success, their cultural significance, and the goal to preserve the architectural, aesthetic, historic, social, spiritual, or symbolic values of cultural heritage (Guner & Benli, 2019). When carrying out these projects, project management planning is an important consideration because it helps to keep projects on track, prevents them from falling behind schedule, and ensures that they are completed on time and within budget. It is possible to involve stakeholders, identify and reduce risks, and ensure that project goals are met with careful planning. Moreover, Project success is a broad term that includes organizational success, stakeholder satisfaction, and the effective and timely completion of projects (Irfan et al., 2021).

Built heritages often requiring significant resources, planning and management to ensure successful outcome. However, despite the importance of project management planning in ensuring the success of built heritage conservation projects, little attention has been given to the impact of project management planning on success of these projects (Mekonnen et al., 2022). Researches shown that the success of this projects specially in Ethiopian are affected by a range of different factors, including inadequate management, lack of funding, low level of community support, lack of proper stakeholder participation, lack of trained experts on the field and the lack of awareness regarding the protection of cultural heritage (Mekonnen et al., 2022).

On June 27, 2000, G.C., the former Authority for Research and Conservation of Cultural Heritage, now known as the Ethiopian Heritage Authority, was founded as a legal entity within the government. Under the Federal Democratic Republic of Ethiopia, the authority reports to the Minister of Tourism. The main objectives of the authority are to carry out scientific registration and supervision of cultural heritage, to safeguard cultural heritage from natural and man-made disasters, to enable the benefits of cultural heritage to contribute to the economic and social development of the nation, and to find and research cultural heritage so that it can be passed down from generation to generation. The EHA fulfills its heritage conservation and preservation responsibilities through one of its seven core directorates, the heritage conservation directorate. This directorate is responsible for the condition assessment of built-up heritages in the country, proposing technical and professional conservation solutions, preparing conservation methods and designs for the implementation of conservation projects, and providing technical and financial support to built-up heritage conservation projects undertaken by regional governments (HPR, 2000).

Therefore, the Ethiopian Heritage Authority (EHA) is the federal institute in charge of built heritage conservation, preservation, and management in Ethiopia. The organization has conducted numerous built heritage conservation projects in recent years; however, no research has been conducted to investigate the influence of project management planning on the success of EHA built heritage conservation projects. Consequently, this research adds to the current body of knowledge by investigating the impact of project management planning on the success of built heritage conservation projects in Ethiopia. This study will also provide insights into the effectiveness of project management planning processes in relation to cultural heritage preservation in Ethiopia by examining the specific case of the Ethiopian Heritage Authority.

Overall, this study will emphasize the importance of effective project management planning for project success and provide useful insights for project managers and policymakers working on built heritage conservation programs in Ethiopia and other similar contexts.

1.2 Statement of the Problem

Cultural Heritage conservation projects' success is heavily reliant on project management planning, which can be supported by a range of resources. Among these are surveys, scientific assessments of building materials, and historical documentation such as photos, sketches, and maps. With the help of planning, heritage conservation project managers can achieve goals such as complete understanding of project requirements, effective resource allocation, quality control execution, risk mitigation, and stakeholder buy-in and engagement. The use of appropriate materials is critical to the success of project management planning for historical conservation initiatives (Guner & Benli, 2019).

The lack of or gaps in the project management plan can result in a number of typical issues that jeopardize a project's success. A lack of clearly defined project objectives, Ineffective project planning phase, insufficient finance, Inadequate risk management strategies, insufficient technical knowledge, and capacity building, poor stakeholder engagement and Poor project monitoring and evaluation are just a few of the prevalent issues. According some studies, the biggest reason for project failure in underdeveloped countries is a lack of an adequate planning process. These issues apply to both global, third-world and East African contexts including Ethiopia and can ultimately compromise the success of the project (Mekonnen et al., 2022) (Rediet Ahmed, 2021).

The problem of this study is determining the role of project management planning on the success of the EHA's built heritage conservation projects. Ethiopia is one of the world's oldest countries, where ancient civilizations flourished. As a result, the country has a tremendously rich history and numerous built heritages, six of which have been recognized as World Heritage Sites by UNESCO. Every project for cultural heritage conservation and restoration in Ethiopia is carried out by the Ethiopian Heritage Authority or with its prior approval. Therefore, the organization is responsible for researching, preserving, and developing the cultural wealth of the nationalities and peoples of Ethiopia (HPR, 2000).

Despite the Ethiopian Heritage Authority's primary responsibility for undertaking heritage conservation projects throughout Ethiopia, historical records (progress reports) show that it has not finished a single project within the original contract time and/or budget in the last several years. Some of the observed problems in relation to planning in annual project evaluation meetings attended within the conservation department include lack of participation of key stakeholders in the planning process, changes in project scope in the middle of implementation periods, a lack of participation of important stakeholders in the planning process, insufficient planning abilities and project management knowledge, the unpredictable character of conservation initiatives themselves, and underestimating the use of planning software.

Projects aimed at preserving and protecting historically significant structures and sites for future generations are known as built heritage conservation projects. Despite the importance of project management planning in the success of built heritage conservation projects held in Ethiopia, little is known about its impact on the EHA's conservation projects. Given the complexity of these projects and their intensive requirements for planning, coordination, and management to be successful, it is clear that project management planning is critical to achieving project objectives

and goals such as planned budget, schedule, and quality standards. As a result, it is essential to investigate the link between project management planning and the success of EHA built heritage conservation projects (Irfan et al., 2021).

The research will look at the impact of various project management planning tools and techniques, such as scope management, cost management, schedule management, and quality management, on the success of built heritage conservation projects. The findings will be useful for project managers, stakeholders, and policymakers involved in built heritage conservation projects.

There isn't a lot of information available on how project management planning affects the success of heritage conservation projects. However, based on the research that has already been done, there may be some gaps and areas that require additional research on this topic.

- Lack of understanding of the particular aspects of project management planning that heritage conservation projects should concentrate on due to their unique needs and characteristics.
- There is a shortage of research on the effectiveness of stakeholder engagement and communication efforts during the project planning stages.
- More study is required to determine how project management planning can reduce hazards related to unforeseen cultural or archaeological discoveries made during conservation projects.
- To date, studies have not fully examined the effectiveness of employing agile project management methodologies for heritage restoration projects.

1.3 Research questions

This study addresses the following research questions:

1. What is the current state of project management planning in EHA conservation projects (what project management planning practices, tools and techniques are used in EHA conservation projects)?
2. What role does project management planning have on the success of EHA built heritage conservation projects?
3. How can project management planning be improved in EHA to improve the success of built heritage conservation projects?

1.4 Research Objectives

The research objectives are classified as general and specific. The study's overall goal is to gain a comprehensive and detailed understanding of the topic under study. On the other side, the specific objectives are the topics that the researcher is attempting to bring to light.

1.4.1 General Objective

The general research objective of "The role of project management planning on project success: the case of Ethiopian Heritage Conservation Projects" is to investigate the relationship between project management planning and the success of built heritage conservation projects in the Ethiopian Heritage Authority (EHA).

1.4.2 Specific objective

1. To identify the current state of project management planning in EHA conservation projects (what project management planning tools and techniques are used in EHA conservation projects).

2. To analyze the role of project management planning on the success of EHA built heritage conservation projects.
3. To determine how project management planning be improved in EHA to improve the success of built heritage conservation projects.
4. To Make suggestions for better project management planning in built heritage conservation projects.

1.5 Significance of the study

The study "The role of project management planning on project success: the case of Ethiopian Heritage Conservation Projects" is significant in several ways, to name a few: This study will provide an answer to what role project management planning lays on project success in terms of integration planning, cost planning, scope planning, quality planning and schedule planning.

The study's findings can provide insights into the best project management planning practices that can improve the success rate of built heritage conservation projects in Ethiopia, leading to better built heritage preservation and conservation. The study will identify and recommend critical project management planning tools and techniques for successful EHA built heritage conservation projects.

It will also contribute to the body of knowledge in project management, as little research has been conducted on the success of built heritage projects and project management planning. By contributing to the success of bult heritage conservation projects this study will support sustainable development goals. And furthermore, It is helpful for upcoming researchers who might want to do additional research on the role of project management planning on project success.

1.6 Scope of the Study

The conceptual scope of the study, "The Role of Project Management Planning on Project Success: The Case of Ethiopian Heritage Conservation Projects," focuses solely on project management and its impact in project success. It will also assess elements that contribute to the success of a built heritage conservation project, such as reaching project goals and objectives on time.

The empirical scope will concentrate on built heritage conservation projects involving the preservation, restoration, conservation, and protection of historically significant structures, as well as projects and management planning techniques that are critical for successful built heritage conservation projects in the Ethiopian Heritage Authority (EHA). Geographically, it is restricted to the EHA headquarters in Addis Ababa, and it is also limited to EHA.

To carry out the study, the researcher will employ a causal/explanatory research design. A questionnaire was chosen as the main data gathering tool by the researcher since it is a quick, effective, and affordable way to get data

1.7 Potential limitations of the study

The subject of the role of project management planning on project success in general and the case of Ethiopian built heritage conservation projects have not been adequately researched. Therefore, it was hard to find sufficient materials which are directly related to the topic, to make the conceptual and empirical review. The research might not account for external factors such as political, economic, social and technological factors that may influence project success.

1.8 Organization of the study

The study will be divided into five chapters. The first chapter examines the background of the study, the problem statement, the research question, the research purpose, the significance of the investigation, the scope of the study, the constraints of the study, and the definition of terminology. The second chapter will give a literature review on the subject. The fourth chapter includes data analysis and presentation of findings. Finally, the fifth chapter will present brief summaries of the study's major findings, conclusion, and recommendations.

1.9 Definition of key terms

Project management planning: an integrated plan document that describes how a project will be executed, monitored, controlled, and closed (PMI, 2017).

Project success: organizational success, stakeholder satisfaction, and the effective and timely completion of projects (Irfan et al., 2021).

Heritage: The tangible or intangible legacy left by previous generations for us to enjoy, preserve, and pass on to future generations (UNESCO, 2023).

Built heritage: Built heritage is tangible heritage which may consist of a single or group of buildings, monuments, structures or archeological sites with a significant historic or architectural value (*Chapter_16__-Built_Heritage.Pdf*, n.d.) .

Built heritage conservation projects: Projects aimed at preserving, conserving, or restoring a portion or the entire built heritage (HPR, 2000).

Chapter two

Review of Related Literature

Introduction

Applying the concept of project management planning to built heritage conservation projects is challenging due to the uniqueness of each restoration, conservation, and built heritage project, as well as the unpredictable physical conditions of the architectural and cultural heritage and the construction process (Gulhan Benli, 2019). It is highly likely that incidents will occur in these projects that will necessitate changes to the project plan, which will have the effect of lengthening the project's implementation period and increasing costs. Success in these projects is also a risky endeavor with numerous constraints issues that can contribute to project failure, and factors that will drive project success at the same time. As a result of these factors, project management researchers have been debating how to define project success and identify project success factors for a very long time. Despite the fact that numerous studies have already been conducted in this area of interest, practitioners as well as scholars are still inspired to investigate what factors contribute to project success (Inna D, Ivan K, 2008).

The purpose of the literature review, as a component of this research, is to reflect what other researchers and scholars have written on a subject and to clarify various study-related topics. That is what the researcher tried to address in this section.

2.1 Basic Concepts of Project Management Planning

Project management planning is a broad term that different scholars define differently; thus, before delving into what it is, its significance, stages, and even its impact on project success, defining what a project is very critical, what planning is, what project management is, and who a project manager is. A project, according to the British Standards Institute, is a one-of-a-kind collection of planned actions with an identifiable start and finish that are carried out by a person or an organization in order to achieve a specific goal within predetermined schedule, cost, and performance constraints. (BSI, 2000). Furthermore, a project according to the Project Management Institute, is a short-term work done to create a one-of-a-kind good or service. (PMI, 2017).

Project management is the application of information, skills, tools, and processes to project operations in order to meet project requirements. To complete the project, the project management methodologies identified for it are correctly applied and integrated. Project management enables organizations to carry out projects in an effective and efficient manner. (PMI, 2017). Project management is defined as the planning, observation, and control of all aspects of a project, as well as encouraging everyone involved to accomplish it on schedule, within budget, and with the required level of quality and performance. (BSI, 2000).

There are five stages to project management. Stakeholders initiate the project first (project initiation), then define and plan it (Project planning). The project is then completed and evaluated by the team (project execution, performance, and monitoring). Finally, when the project is finished, it must be closed down. As a result, project planning is the second project

phase following project initiation, and it is critical to successful project management because it focuses on developing a roadmap for the team to follow (Kate Eby, 2023).

Planning is commonly regarded to be the process of selecting the courses of action, tasks, and other resources needed to carry out projects and achieve their objectives (Irfan et al., 2021). Planning, according to Tucker, is a method for guiding, coordinating, communicating, and working cooperatively with stakeholders. (Laufer & Tucker, 2006). Whereas Strategic project planning , is the process of developing goals and objectives that outline the tasks which needs to be accomplished, the project's timeframe, and the resources required to meet the project's objectives. (Zwikael, 2009). Furthermore, Project planning is the classification of the process, policies, and programs to achieve those goals. A different definition of project planning is the development of a specified plan of action for the expected environment (Irfan et al., 2021). The Planning Process is defined by the Project Management Institute as "the definition and refinement of project objectives, as well as the selection of the best alternatives to achieve these objectives." (PMI, 2017).

Several researchers have raised various theories regarding project planning phases. According to some, there are five required areas for a project to be studied during the planning phase: clarifyig outputs, identifying stakeholders, defining the project's scope, determining the project's timetable, cost, and quality criteria, and identifying the project's communication channels and risks. Similarly, Kerzner outlined nine distinct modules of the planning phase: project objectives, project completion timeline, future prediction, programme, cost, structures, processes, and standards (Irfan et al., 2021). As an alternative, the Project Management Institute identified the following as basic parts of planning: project scope, completion timeline, budget, requirements,

project team, communication methods, project hazards, and procurement techniques (PMI, 2017).

There is still a heated dispute concerning project planning, such as whether it is as vital as it is regarded in traditional project management. How much planning is required? and so forth. Several experts challenge the notion that project planning is advantageous conceptually. They wonder how project planners can create a detailed project plan when activities cannot be predicted or are dependent on the outcomes of previous activities. While others argue that excessive planning in research and development (R&D) programmes might hamper innovation (Pedro Serrador, 2013). Pedro Serrador and Tim Barenscheer claim Whether you're remodeling a house or building a skyscraper, changes must be made along the road, but you must never stop planning. Instead of increasing or avoiding planning time, projects are under pressure to reduce it. It is critical to ensure that your plan is sound and on target (Pedro Serrador, 2013) &(Tim Barenscheer, n.d.).

Project management planning can be influenced by various factors, although academic opinions differ regarding their impact on the process. In general, they classify elements influencing planning practise into six areas. The first being time-related where the duration of the planning phase can have a positive or negative effect. Then there are management-related concerns, which are related to the management staff's knowledge of the project management body of knowledge and basic knowledge of the subject of the project they lead. Factors that focus on the clarity, completeness, and appropriateness of various inputs such as drawings, specifications, BOQ, WBS, and so on are also among these factors. Furthermore, the skill understanding and attitude of persons involved in project planning, the detail in using, and the attention paid to planning approach, tools, and processes all have a big impact. Lastly, software-related factors like lack of

awareness or limited use of planning software can also significantly affect this phase (P. Bromiley, 1993) & (Rediet Ahmed, 2021).

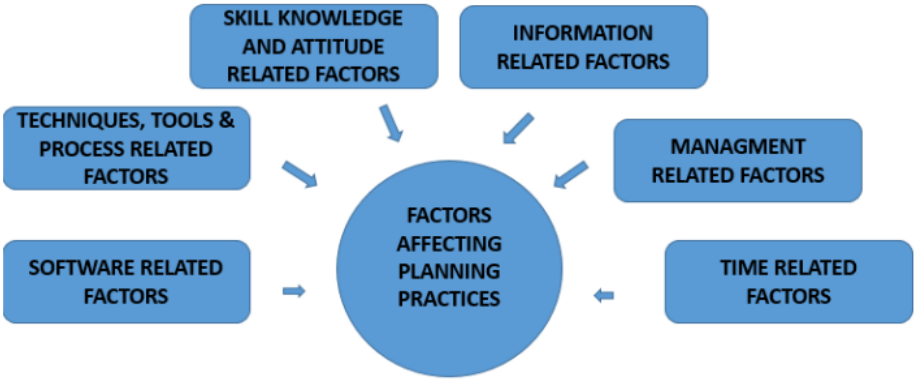

Figure 2.1: Factor groups that influence planning process

Source: (Rediet Ahmed, 2021)

2.3 Project Management Planning Process

Developing a project management plan, according to PMI (2017), is the process of identifying, creating, and organizing all plan elements as well as merging them together to create an integrated project management plan. As an outcome of this, the project management planning process includes eight major steps. (PMI, 2017),

1. Scope Management Planning
2. Cost Management Planning
3. Quality Management Planning
4. Resource Management Planning
5. Communications Management Planning

6. Risk Management Planning
7. Procurement Management Planning
8. Planning Stakeholder Engagement

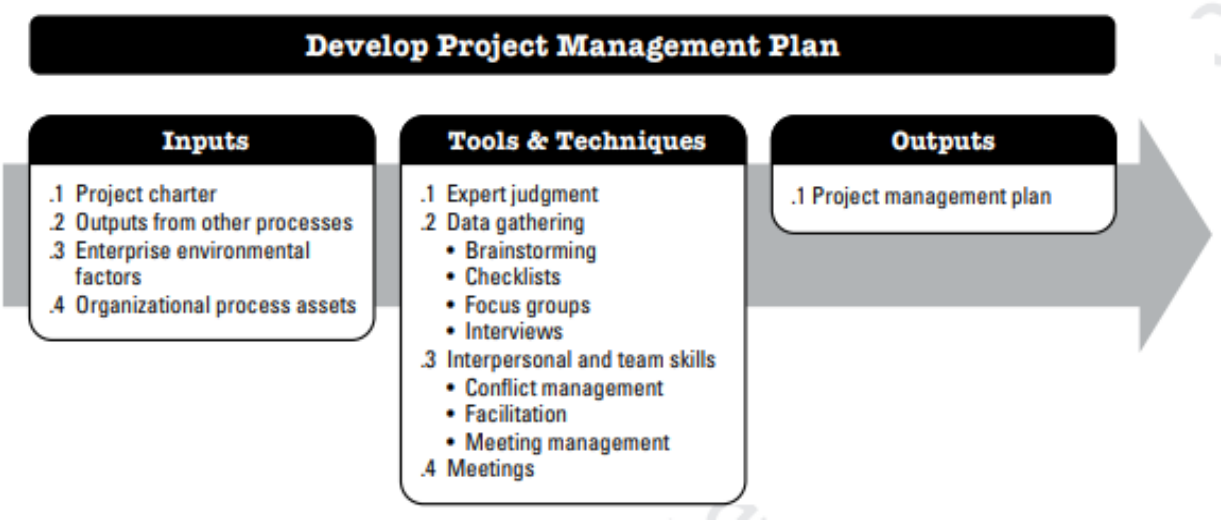

Figure 2.2: Develop project management plan: Inputs, Tools & Techniques, and Outputs

Source; (PMI, 2017)

2.4 Project Management Planning Tools and Techniques

Project management planning can be a challenging task that requires attention to detail. Thankfully, there are multiple technologies accessible that can make the process simpler and more effective. These tools can be utilized regardless of the industry or field of the project. Consequently, the project planning team or manager should choose the planning tool that best suits their management approach. Some methods and tools can be applied manually, whereas others demand the use of a computer and accompanying software. Together with project management software, they can minimize time and costs. (Sean Maserang, 2002) and (Landau, 2022).

To name a few of the most popular project management planning tools:

1. Gantt Chart
2. Work Breakdown Structure (WBS)
3. Project Network Diagrams
4. PERT
5. Critical Path Method (CPM)

2.5 Project success

The concept of project success is one of the few topics in the field of project management that is widely debated but rarely agreed upon. It is essential to select an acceptable definition from the literature when comparing projects based on their planning characteristics (Pedro Serrador, 2013). For Some academics project is considered successful when the anticipated results meet the established requirements, are sustainable, completed within the allotted timeframe, and fall within the preliminary budget. Additionally, Success is a broad term that encompasses accomplishment of projects, organizational and financial success, client happiness, and long-term planning. (Thomas et al., 2008). Many stakeholders benefit from project success in terms of social, economic, and environmental well-being. (Irfan et al., 2021). Other scholars state that, measuring the success of a project is not always easy: "Examples abound where the project's initial aims were not met, but the client was extremely satisfied." Other times, the essential project goals were met, but the client was extremely unsatisfied with the results (Thomas et al., 2008). Some other researchers have also proposed four stages of project success as: Project efficiency, Customer impact, Company success, Planning for the future (Shenhar et al., 2001).

Projects are time-bound actions carried out by companies in order to achieve stated objectives with resource constraints. Every project manager hopes that their projects will be successful, however many are cancelled or delayed. The effective completion of a project is likewise a work of fiction. When the project's major objectives are met, project management may declare the project accomplished. (Atkinson, 1999). In contrast, in other cases the project is considered successful if it stays within the schedule, budget, and quality constraints (Irfan et al., 2021). Other scholars, on the other hand, believe that a project can only be successful if it fits the needs of the primary stakeholders (PMI, 2007). In the public sector, a project is only considered successful if its outcomes benefit the general public (Irfan & Hassan, 2017). According to a recent study, the six most important planning phase aspects for project success are scheduling, especially project activity definition, managing teams, channels for communication, planning team project plan preparation, and project organizational planning (Zwikael & Globerson, 2006). Satisfying the overall success criteria, customer benefits, supplier advantages, and planning objectives of the project are commonly related with success, implying that successful projects benefit all of its stakeholders (Pedro Serrador, 2013).

Cooke-Davies emphasizes the distinction among project success and project management success. Even if the cost, scope, and timeline requirements are met, the organization may not perceive the project as a long-term success. Project efficiency is the current term for project management success (Cooke-Davies, 2002). Pedro Serrador devised two terms to describe the two broad categories of project success. According to him meeting cost, schedule, and quality objectives is what project efficiency entails. And meeting larger corporate and organizational goals is essential for project success (Pedro Serrador, 2013). Which of these claims about project

success is correct, however, is still up for debate. For this research project, success is defined as satisfying the cost, schedule, and quality (iron triangle) objectives.

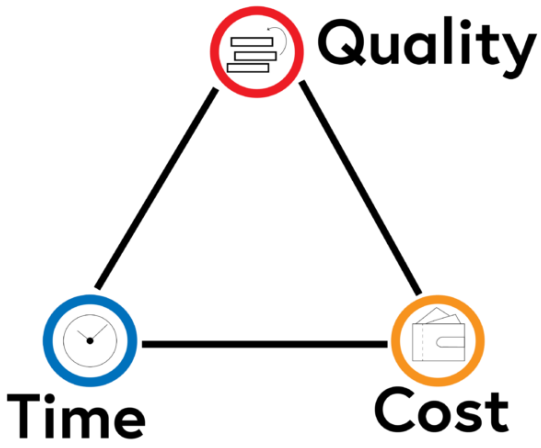

Figure 2.3: The iron triangle

Source: Google

2.6 Project management planning and project success

A careful review of the literature reveals that there is a substantial body of data supporting the premise that project planning is essential for project success. Furthermore, it is obvious from the literature that planning is not only one of the most crucial components for a project's success, but it is also critical for the project's successful delivery. Additionally, the majority of academics believe that adequate preliminary planning helps to project management success. While a solid project plan does not guarantee project success, bad project planning will almost certainly result in project failure. Similar to this, efficient project scheduling and planning are essential for carrying out infrastructure projects (Irfan et al., 2021). The factors scope planning, cost planning, time planning, and quality planning were demonstrated to be adequate in explaining project success for Kenyan projects for infrastructure development (Nzioka, 2017). In a similarly,

project managers are recommended to conduct proper initial planning in order to realize project objectives (Irfan et al., 2021).

Even the best team cannot overcome a poor project strategy, and initiatives that begin in the wrong direction may result in the most dramatic project disasters. Similar to that, experts contended that judgements made during the initial phases of setting up built the strategic framework. if not done correctly, the project will be defective for a long time. Some believe that if a project is problematic from the start, the project team may be concerned only with its execution, while the rest of the organization may regard the project as a failure. Planning is a key activity within a project setting because plans are the foundation of every project. According to the argument, planning is critical to project success; otherwise, project management would not exist. According to studies, planning has the greatest impact on the following success factors. According to Pedro Serrador, "Organizations which had the highest rating for planning quality and the highest rating for project success." As a result, we can generalize to all industries: Planning is related to both project efficiency and total project success (Pedro Serrador, 2013).

2.7 Built heritage conservation Projects

Cultural heritage, in its broadest sense, is both a process and a result that provides society with a variety of assets inherited from the past, produced in the present, and preserved for future generations. It can be used to describe monuments, structures, monumental sculpture and painting works, archaeological objects, inscriptions, cave houses, and collections of features of outstanding historical, artistic, or scientific importance. Most crucially, it encompasses not just tangible legacy, but also natural and intangible heritage. Yet, as Our Creative Diversity points out, these resources are a "fragile richness," which means that they demand policies and

development models that conserve and preserve their diversity and uniqueness, because once lost, they are nonrenewable (*Heritage_dimension.Pdf*, n.d.), (Baarveld et al., 2013) & (*Chapter_16__-Built_Heritage.Pdf*, n.d.). As a result, it is a vital aspect of a county's identity and character (*Chapter_16__-Built_Heritage.Pdf*, n.d.).

Although all structures (or collections of structures) exhibit a certain architectural form or style, not all of them are regarded as having heritage significance. The fundamental traits and attributes of the building or structure that make it something worth preserving and passing on to future generations, rather than characteristics like age or the celebrity of the architect or builder, are what give it its value (*Chapter_16__-Built_Heritage.Pdf*, n.d.). As a result, built heritage conservation projects are those that aim to safeguard, preserve, and pass on heritage buildings with the aforementioned qualities to the future generation, and these projects in which reusing cultural heritage plays a key part appear to be extremely complex as: start-up investments are significantly greater than in infrastructure developments; discovering practicable alternative uses that support the goal of preserving the unique features is challenging; both intangible and tangible advantages are uncertain at the beginning of the process and challenging to articulate in financial terms; and the long and complex redevelopment process makes it susceptible to changes in the external environment. Cooperation types, stakeholder responsibilities, and the existence of a collaboration agreement all differ. Although there does not appear to be a direct relationship between planning and the commitment of key stakeholders, they tend to have distinct effects on commitment (Baarveld et al., 2013).

Despite the obvious benefits, there aren't many examples of project management being used in the conservation and restoration of historic sites. (Gulhan Benli, 2019). Furthermore, because each project is unique, the concept of project management for heritage-related architecture

projects is different. When dealing with architectural heritage, historic structures, and so on, we must devote more time and money to understanding what we have and assessing its physical condition. Understanding and safeguarding "values" is also a part of our job. If we wish to maintain values for future generations, we must depreciate them as well as the tangible resources to which they are related (Leblanc, 2006). Due to the uniqueness of each project, as well as the uncertainty of the circumstances, such as physical condition, construction process, time and cost analyses, etc., the project management processes and phases to be monitored may differ in these projects. (Gulhan Benli, 2019).

Gulhan Benli and Aysun Ferrah Guner claim the project manager's experience in conservation and restoration projects is critical for engaging stakeholders and recognizing the various unforeseen scenarios that can arise in these types of projects. furthermore, it is critical to recognize that defending values is an important aspect of the job (Gulhan Benli, 2019).

2.8 Review of Empirical Studies

As a result of literature review, very limited findings were obtained and explained in theoretical empirical framework regarding built-up heritage conservation projects (Gulhan Benli, 2019). Although various sectors might need different sorts of projects and have varied project management requirements (Bitania Shiferaw, 2020), and these factors may have an impact on the need for planning and the effect on project success, the researcher decided to review studies conducted on construction projects other than those directly related to the subject of the study, taking into account the similarities in the sectors in various aspects.

Built heritage conservation projects, as numerous researchers and reference materials have stated, are often considered construction projects. As a result, typical project management and delivery processes used in construction projects can also be used in built heritage conservation projects. Many other researchers, on the other hand, argue for the need to establish a management and planning approach to the specific subject area due to the unique character of conservation projects focusing on conserving and upgrading existing structures rather than constructing new ones. They continue their argument by mentioning that cultural heritage conservation projects typically use the same project delivery system as construction projects, which is traditional project management, but it's clear that the challenges unique to conservation projects cannot be resolved by following this delivery system (Tanyeli Gülsüm, 2022).

The construction sector is responsible for the design, execution, and evaluation (monitoring) of all types of civil works. Physical infrastructure is recognized as the backbone of the global economy, and includes civil works for water supply and sewage systems, communications, and energy-related construction projects. This business, particularly in Ethiopia, mobilizes a large number of diverse resources and budgets, embracing a massive number of employees of various professions by producing a substantial number of job opportunities. The building sector has always been regarded as among the most important drivers of national social, economic, and political progress. This is especially true in the case of least developed countries like Ethiopia. According to the Ethiopian Ministry of Urban Development and Construction the construction industry is a part of the economy that transforms different resources for the socioeconomic growth of the nation. This covers all activities related to the physical infrastructure's planning, design, procurement, construction or production, alteration, repair, maintenance, and demolition, which can be divided into the following categories: buildings, transportation systems and

facilities, including bridges, tunnels, roads, subways, and power lines; and structures for fluid containment, control, and distribution, including water treatment and distribution systems (Bitania Shiferaw, 2020).

Because project management has a long history, many studies on the relationship between planning and project success have been undertaken in the field of construction project management. In comparison to other industries or project management-related topics, this one has a significant amount of research behind it. According to some researchers, improved project planning increases the possibility that a building project will achieve its objectives (Pedro Serrador, 2013). (8) In terms of completeness of planning, the best third of projects had 82% chances of fulfilling those objectives, while the bottom third had a 66% chance, indicating a 16% gap. The schedule and design goals produce equivalent results. Effective planning had the highest criticality index of all the Critical Success Factors (CSF) tested, with a score of .870, according to Shehu and Akintoye's study on project management in the construction industry. Many studies have shown that detailed pre-project planning improves cost, schedule, and operational performance. According to Pedros' research, the success of construction projects is strongly connected with the degree of planning completion. Furthermore, "due to the iterative and frequently chaotic nature of facility planning, many owners face such uncertainty that they skip the entire planning process and move to project execution or choose to delegate the pre-project planning process entirely to contractors, frequently with disastrous results." They discovered that the success of the project is directly correlated with pre project planning, cost and schedule performance (Pedro Serrador, 2013)

In Ethiopia, contractors provide and manage a schedule of work or plan due to a shortage of trained employees who acquire expertise in project management planning. This plan is

frequently carried out using Gantt charts, while other project scheduling approaches or procedures, such as the CPM and PERT, are rarely used. Ethiopia's government has issued three different bidding documents for procuring public works: MOWUD in 1994, PPA in 2006, and another PPA in 2011. Although these papers are updated versions of one another, they emphasise time planning as a critical requirement. Even though contract terms and statutory clauses have been utilised in the country's public construction projects for over two decades, they do not encompass all elements of project planning. Nevertheless, ongoing revisions have resulted in some improvements over time (Rediet Ahmed, 2021).

A project plan in construction project management consists of numerous detailed proposals, as illustrated by the basic types of plans outlined in the diagram below (Rediet Ahmed, 2021).

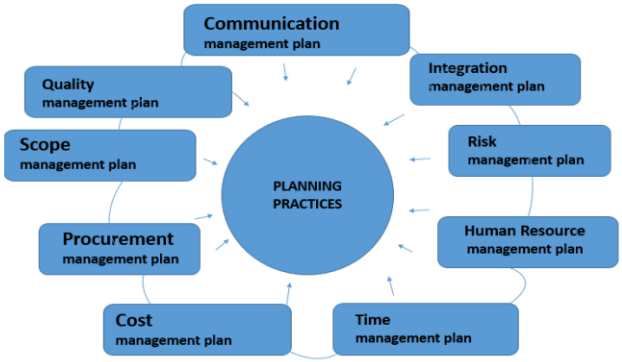

Figure 2.4: Project planning bodies of knowledge

Source: (Rediet Ahmed, 2021)

2.9 Conceptual Framework of the Study

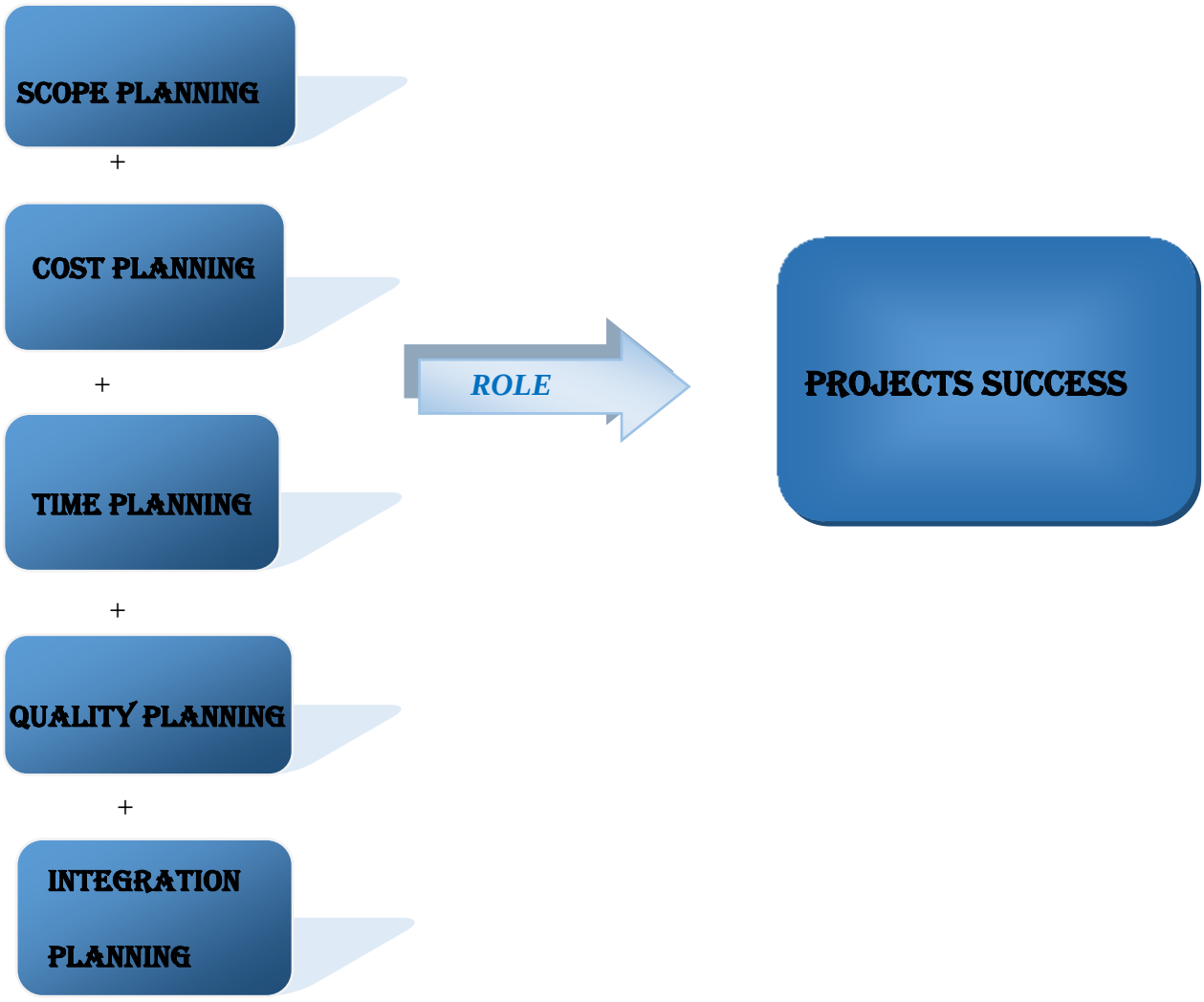

Figure 2.5: Conceptual Model of the Study

Source: litterateurs reviewed

Chapter Three
Research Methodologies

Introduction

This section discusses the research design, research approach, description of study variables, description of study area and target population, the size of the sample and methods of sampling, sources, types, and tools, data analysis method, reliability and validity analysis, and ethical considerations.

3.1 Research design

To carry out the study, the author of the study used a causal/explanatory research design. As the researcher was attempting to investigate the role of project management planning on project success, a causal/explanatory design is chosen, and explanatory research, which is also referred to as causal research, is used to discover the magnitude and degree of causal relationships. It is also possible to do causal research to discover how certain changes may impact established norms, particular processes, and so on (John Dudovskiy, n.d.).

The case study method is employed as the framework for the research since, when compared to a survey, it makes use of a smaller sample and offers more thorough details regarding the subject under investigation. The researcher decided to do a study on every expert and leader working in the sector of built heritage conservation since EHA is a unique institution responsible for the conservation of built heritage and no other organization in Ethiopia undertakes similar work, which makes the sample smaller. In addition, data was gathered through questionnaires and interviews. The questionnaire has two parts, the first part is where respondents were asked to

rank the presence planning practices in EHA and their impact on project success using Likert scale and part two was an open-ended question.

The study timeline is cross-sectional since the researcher collects data from the population at a particular point in time.

3.2 Research approach

Heritage conservation experts such as engineers, architects, conservators, researchers, managers, inventory experts, museum experts and planning experts were contacted. Questionnaires was the primary data collection tools. The questionnaires were self-administered, which means they were delivered to respondents by hand and completed by them. Data was gathered using closed-ended and open-ended questionnaires. Questionnaires were utilized to collect demographic information as well as the perspectives of 42 Heritage professionals and managers on what effect the independent factors have on the dependent variable.

3.3 Description of the variables

The study's main variables were project management planning and project success in built-up heritage conservation projects. This research attempted to determine the association between these two variables.

An outline or in-depth description of how the project will be carried out, monitored, controlled, and concluded is provided in a project management plan. This plan may only be completed once or at a specific moment in the project's life cycle, depending on the industry and the complexity of the project. The most significant benefit of this method is that it generates a detailed roadmap, which serves as the project plan, outlining how all project tasks will be done (PMI, 2017).

Some academics define a successful project as one that meets specific requirements, remains sustainable, finishes within the assigned timeframe, and stays within the projected budget. Success is a concept with many factors, including whether the project results in good performance, growth for the organization, commercial success, customer satisfaction, and future planning. Achieving project success can positively impact the social, economic, and environmental well-being of various stakeholders. However, some scholars suggest that measuring project success is not always straightforward, as clients may be delighted even if initial goals are missed or may be dissatisfied even if the project achieves its primary objectives. Additionally, some researchers have proposed that project success can be broken down into four stages, including project efficiency, customer impact, company success, and planning for the future (Shenhar et al., 2001). (Thomas et al., 2008) (Irfan et al., 2021) (Thomas et al., 2008).

3.4 Description of study area and target population

The Ethiopian Heritage Authority is the organization under study, a government authority in charge of cultural heritage research and conservation across Ethiopia. The study was carried out mainly on the Heritage Conservation Directorate, and five of the organization's core departments. Experts in the Heritage Conservation Directorate are responsible for assessing the condition of built-up heritage at the regional level, proposing technical and professional conservation solutions, developing conservation methods and designs for work implementation, providing technical support, and, after the conservation work is completed, preparing a document and report on the materials used, techniques used, and the overall process of the conservation project. Experts in the other directorates do also involve in heritage related projects and their responses are also important.

This study's population included 42 out of potentially 60 experts who work in the EHA and specially those who participate in heritage conservation planning (experts and managers in the heritage conservation directorate, heritage development directorate and planning directorate who already have an experience in these projects and experts from inventory directorate, museum directorate who have the general idea of these projects). The study focused on this population because they are the designers and implementers of heritage conservation projects throughout Ethiopia and have a thorough understanding of the planning of built heritage projects and its impact on project success.

Position in EHA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Architect Conservator	8	19.0	19.0	19.0
	Art Conservator	2	4.8	4.8	23.8
	Development expert	3	7.1	7.1	31.0
	Engineer Conservator	5	11.9	11.9	42.9
	Inventory expert	5	11.9	11.9	54.8
	Manager	4	9.5	9.5	64.3
	Museum expert	5	11.9	11.9	76.2
	Planning Expert	2	4.8	4.8	81.0
	Research expert	8	19.0	19.0	100.0
	Total	42	100.0	100.0	

Table 3.1: total population under study

Source: data from survey

3.5 Sampling technique/methods and sample size

The study was a census because the EHA is the only Federal body in Ethiopia responsible for the conservation of built-up heritage and no other organization does similar work. Furthermore, because the population is smaller and can include every expert and manager in the core EHA

directorates, sampling is unnecessary as the population can be researched using the resources that are available.

3.6 Data Collection- source, types, instruments, etc.

The methodology design process ends with the selection of a data gathering technique (Inna D, Ivan K, 2008). Primary and secondary data will be used in this study. Primary data is first-hand information gathered by a researcher in the present days. Surveys, experiments, personal interviews, questionnaires, and other types of observations are examples of primary data sources. They are represented by costly data collection approaches that take a long time to complete and are always suited to the researcher's needs. A questionnaire and personal interview is chosen as the main data gathering tool by the researcher since it is a quick, effective, and affordable way to get data. As a result, questionnaires will be distributed to EHA conservation professionals and interview will be conducted with managers.

Secondary data is information gathered by someone else in the past, such as publications, literature, books, organizational documents, and so on. Secondary data is easier to find than primary data, is less expensive, takes shorter collection timeframes, and may or may not be specific to the researcher's needs. For the study, the researcher has used and will continue to use secondary data from sources such as articles, books, proclamations, webpages, and institutional documents to understand what has already been done and known about the topic under study.

The study will attempt to get data on the role of project management planning in the success of EHA built heritage conservation projects, assess the current state of project management planning in EHA conservation projects, and suggest how project management planning can be

improved in Ethiopia to improve the success of built heritage conservation projects using the above two data sources.

3.7 Data analysis-model, techniques, software etc.

Because it is important to transform raw data into information that can be useful and meaningful for the purpose of the study, the data will be provided in an understandable way to aid in the construction of summaries and classifications, as well as the application of statistical conclusions.

The questionnaire was adapted from another study by Rediet (2021), the Case of the Defense Construction Enterprise, a research project presented to the School of Commerce at Addis Ababa University Except for the open-ended question in Part 3, the researcher made no significant changes to the already existing questionnaire in the adopted questionary section, other than contextualizing it in the context of the conservation project to increase respondents' understanding of the questions.

The data from the questionnaires was quantitatively evaluated using descriptive statistics using the statistical tool SPSS version 27. The association between project management planning and project success was investigated using correlation and linear regression approaches. The regression method will represent the relationship as an equation, whereas correlation will assess the strength of the association between the two variables presented. Multiple linear regression model was used for conducting inferential analysis and to determining relationship of the data. The model formula is presented below.

$$Y= b+ mX1 +mX2 + mX3+mX4+ mX5+ \varepsilon$$

Where: -

Y: Project Success

X1: integration planning

X2: scope planning

X3: time planning

X4: cost planning

X5: quality planning

ϵ – Residual (error)

Depending on the sort of questions given, numerous descriptive statistics analysis approaches, frequencies, means, percentages, and standard deviation were among the metrics employed. In addition, the qualitative aspect will be evaluated and analyzed using transcription as well as logical and deductive explanations. Furthermore, to make the data being studied easier to understand, tables, graphs, and charts will be used.

3.8 Ethical Consideration

To some extent, any research in the social sciences deals with the issue of ethics. And any researcher who collects data, analyses it, and reports the results may confront ethical dilemmas. (11) This study takes into account all of the ethical considerations that must be examined in scientific research. The study's objective is totally academic, participation in the study is voluntary, no information will be linked to the responders, and all responses will remain anonymous, and all questionnaires will be standardized for respondents to address the second issue of future data analysis. During the questionnaire procedure, no alterations or changes will be performed. The study results were dependent on the data provided by respondents as well as the qualitative data acquired through interviews, and the method was realistic and free of bias.

Also, the researcher will obtain the consent of the interviewees and promise to keep the information acquired for the study confidential.

Chapter Four

Data Analysis and Discussion of Findings

Introduction

This chapter explores how project success in built heritage projects is affected by planning. This is done by presenting the results of a questionnaire, an interview, and secondary materials. The main topics of discussion include the Ethiopian Federal Institute, known as the Ethiopian Heritage Authority (EHA), and its conservation projects. This section is divided into four major components. The first section includes demographic details about the respondents, while the second (descriptive statistics) section includes an overview of the survey's key findings. The correlation and regression analyses are shown in the third and fourth sections, respectively.

Sixty questionnaires were distributed to professionals from the Ethiopian Heritage Authority's six key directorates and planning directorate. The heritage conservation directorate, heritage development directorate, planning directorate, research directorate, inventory directorate, collection directorate, and museum directorate are all part of this. Architects, engineers, conservators, art conservators, managers, planning experts, development experts, researchers, museum experts, and inventory experts are among those who work in this field. Clearly, 70% of the 60 questionnaires, or 42 out of 60, were returned. A formal interview with the EHA's director general and conservation department director was also conducted. The gathered data is analyzed using descriptive statistical analysis methods and IBM SPSS software. To make the methods for total data analysis and interpretation more understandable, the data is also presented in tables, graphs, and charts.

4.1 Demographic Information of the respondents

In the questionnaire's first portion, respondents were asked general questions about their gender, educational background, general work experience, position within the EHA, and level of project management education. This is crucial for showcasing responders' personal and professional aspects so that they can be identified. As a result, this section goes into extensive detail about the demographics of the responders.

4.1.1. Distribution of Respondents by Gender

The findings revealed that the male-to-female ratio is much higher. Men make up 78.6% of those questioned, with women accounting for the remaining 21.4%. This suggests that women are underrepresented in the study.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	9	21.4	21.4	21.4
	Male	33	78.6	78.6	100.0
	Total	42	100.0	100.0	

Table 4.1: Distribution of respondent by gender

Source: Data from the questionnaire

4.1.2. Respondents Education Level

According to the findings, four respondents (9.5% of those polled) held a PHD, while 33.3% held a master's degree. Degree holders made up 42.9% of respondents. The remaining 14.3% are college graduates with a diploma. This means that the respondents' education levels are higher,

and it is expected that the respondents will understand the value of the study and provide logical information on how project management planning may effect project success.

Education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA/BSC	18	42.9	42.9	42.9
	College Diploma	6	14.3	14.3	57.1
	MA/MSC	14	33.3	33.3	90.5
	PHD	4	9.5	9.5	100.0
	Total	42	100.0	100.0	

Table 4.2: Distribution of respondent education level

Source: Data from the questionnaire

4.1.3. Respondents Work Experience

This study discovered that 40% of respondents had 5 to 10 years of work experience, whereas 28.6% had 10 to 15 years of work experience. Furthermore, only 9.5% of those polled have less than 5 years of professional experience, while 21.4% have more than 15 years of experience. As a result, the respondents' work experience is in a very excellent position, as the majority of respondents will have a strong awareness of the work environment and well-established information.

Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10-15 years	12	28.6	28.6	28.6
	5-10 years	17	40.5	40.5	69.0
	Above 15 years	9	21.4	21.4	90.5
	Less than 5 years	4	9.5	9.5	100.0
	Total	42	100.0	100.0	

Table 4.3: Respondent's work experience

Source: Data from the questionnaire

4.1.4. Respondents Level of Education in Project Management

Aside from the respondents' general level of education, a specific education level in project management was requested to assess the level at which they comprehended the questionnaire and their interpretation of the primary variables, project management planning, and project success. In this survey, 69% of respondents acknowledged that they have no experience with project management, while 31% had a certificate, an MA degree in project management, or are studying for the master's level. Even when checked individually by experts in the heritage conservation directorate who are the designers and implementers of heritage conservation projects, the majority of them lack any background or knowledge on how to plan, monitor, and organize projects, which may be the cause of the majority of project failures.

Level of Education in Project Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	7	16.7	16.7	16.7
	I don't have any	29	69.0	69.0	85.7
	learning for Masters level	3	7.1	7.1	92.9
	MA	3	7.1	7.1	100.0
	Total	42	100.0	100.0	

Table 4.4: Respondents education level in project management

Source: Data from the questionnaire

As built heritage conservation projects are managed (initiated, planned, organized, and monitored) by experts (architect conservators, engineer conservators, and art conservators) at the

Ethiopian Heritage Authority. The experts' plan will be reviewed by the director of the conservation directorate, then by top managers, before being given to the planning directorate for budget approval from the Ethiopian government. If the conservation plan includes developing heritage and heritage places, experts in development may also join a conservation team. Because these experts are involved in project management on a daily basis, the issue of not having a background or a training on the basic level might affect the project success.

Experts (architect conservators, engineer conservators, and art conservators) at the Ethiopian Heritage Authority manage built heritage conservation projects (initiate, plan, arrange, and monitor). The experts' plan will be examined by the director of the conservation directorate, then by top managers, before being submitted to the planning directorate for Ethiopian government budget approval. If the conservation plan includes developing cultural and heritage places, development professionals may be invited to join the conservation team. This indicates that because these professionals are involved in project management on a daily basis, a lack of background or basic training may have an impact on the project's success.

4.1.5. Respondents position in the Ethiopian Heritage Authority

According to the results shown in Table 4.5 below, 35.7% of respondents have a direct participation in the planning and execution of built heritage conservation projects, while the remaining 64% are experts from other key departments within EHA. This could imply that because the majority of respondents are not direct contributors to the types of initiatives under examination, the study could be impacted as a result.

Position in EHA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Architect Conservator	8	19.0	19.0	19.0
	Art Conservator	2	4.8	4.8	23.8
	Development expert	3	7.1	7.1	31.0
	Engineer Conservator	5	11.9	11.9	42.9
	Inventory expert	5	11.9	11.9	54.8
	Manager	4	9.5	9.5	64.3
	Museum expert	5	11.9	11.9	76.2
	Planning Expert	2	4.8	4.8	81.0
	Research expert	8	19.0	19.0	100.0
	Total	42	100.0	100.0	

Table 4.5: Distribution of respondent by gender

Source: Data from the questionnaire

4.2 Descriptive Statistics

4.2.1 The relative importance index, Categorical rank and Percentage

The research findings include data on the relative relevance index, as well as the rank of the presence and degree of influence of the Ethiopian Heritage Authority's planning practices on successful project completion. As a result, Table 4.1 includes thorough information regarding the RII as well as categorized rankings of planning practices within each section. Whereas Table 4.2 shows the percentage of respondents that chose each scale.

The RII technique, a weighted average, calculates the average rank for each question and then calculates the rank for each capability based on the average of the ranks of the questions grouped under the capability. A formula used to compute the relative importance index and the degree of

presence of planning practices as well as their influence on the endeavor success is presented below.

$$\text{Relative Important Index} = \frac{5\,n_5 + 4\,n_4 + 3\,n_3 + 2\,n_2 + 1n_1}{A * N}$$

n_5 = Number of respondents for Strongly Agree
n_4 = Number of respondents for Agree
n_3 = Number of respondents for Neutral
n_2 = Number of respondents for Disagree
n_1 = Number of respondents for Strongly Disagree

A(Highest Weight) = 5
N (Total number of respondents) = 152

Tables 4.6 and 4.7 below show the calculated relative importance index and rank of project planning practices, as well as their influence on task completion performance and respondents' perceptions of the existence of planning practices and the extent to which they influence project success.

No	Description	Presense of practice (from most to least)		Project Success (from most to least)	
		RII	Rank in C	RII	Rank in C
1	**Integration planning**	***0.541269841***		**0.552380952**	
a	Active participation of key stakeholders in the planning stage	0.380952381	3	0.504761905	2
b	A close working relationship among the EHA office conservation team (planning) and the task force for (contractor or any other team performing conservation work)	0.723809524	1	0.480952381	3
c	Active participation of top-level management in project planning	0.519047619	2	0.671428571	1
2	**Scope planning**	***0.573809524***		**0.728571429**	
a	Well defined scope in the planning phase (including scope statement and scope management plan)	0.466666667	3	0.752380952	1
b	Sufficient time to prepare/develop quantities and design the project	0.371428571	4	0.704761905	5
c	Design changes during execution phase due to unpredictable nature of conservation projects	0.752380952	1	0.714285714	3
d	Design adjustments made during the execution phase are included into revised plans.	0.704761905	2	0.742857143	2
3	**Time planning**	***0.532142857***		**0.452380952**	
a	Standards, guidelines, manuals, and processes for project planning works that are in writing	0.323809524	4	0.504761905	1
b	Determining project activities at the planning phase	0.619047619	2	0.442857143	3
c	Completion of project planning tasks before project execution	0.561904762	3	0.495238095	2
d	When time claims are approved, the organisation project schedule is revised and finish dates are updated.	0.623809524	1	0.366666667	4
4	**Cost planning**	***0.741269841***		**0.415873016**	
a	Planned cost is estimated in great detail	0.771428571	1	0.523809524	1
b	Cost differences that result from scope changes and designs are added to plans	0.761904762	2	0.476190476	2
c	Significant difference between the contract value or winning price and the estimated cost	0.69047619	3	0.247619048	3
5	**Quality planning**	**0.402380952**		**0.476190476**	
a	Processes, procedures, and standards for quality management	0.438095238	1	0.495238095	1
b	Preparation of a project quality plan	0.366666667	2	0.457142857	2

Table 4.6 the relative importance index and rank of project planning practices, as well as their influence on task completion performance.

Source: Data from the questionnaire

No	Description	Degree					Project Success%				
1	Integration planning	*Strongly agree%*	Agree%	Neutral%	Disagree%	Strongly Disagree%	Very high%	High%	Medium %	Low%	Very low
a	Active participation of key stakeholders in the planning stage	4.8	16.7	4.8	11.8	61.9	0	11.9	28.6	59.5	0
b	A close working relationship among the EHA office conservation team (planning) and the task force for (contractor or any other team performing conservation	9.5	42.9	47.6	0.0	0.0	0	14.3	38.1	21.4	26.2
c	Active participation of top-level management in project planning	4.8	14.3	21.3	31	28.6	3	11.3	35.7	50	0
2	Scope planning										
a	In the planning phase, the scope is well defined (including scope statement and scope management plan)	0.0	0.0	47.6	38.1	14.3	2.4	11.9	2.4	83.3	0
b	Sufficient time to prepare/develop quantities and design the project	0	0	23.8	38.1	38.1	0	69	14.3	16.7	0
c	Design changes during execution phase due to unpredictable nature of conservation projects	23.8	42.9	26.2	0	7.1	0	73.8	9.5	16.7	0
d	Design adjustments made during the execution phase are included into revised plans.	0	57.1	38.1	4.8	0	0	73.8	23.8	2.4	0
3	Time planning										
a	Standards, guidelines, manuals, and processes for project planning works that are in writing	0	0	7.1	47.6	45.3	0	11.9	28.6	59.5	0
b	Determining project activities at the planning phase	9.5	23.8	40.5	19	7.2	2.4	7.1	38.1	14.3	38.1
c	Completion of project planning tasks before project execution	4.8	19	28.6	47.6	0	0	9.5	28.6	61.9	0
d	When time claims are approved, the organisation project schedule is revised and finish dates are updated.	4.8	47.6	2.4	45.2	0	2.4	0	28.5	16.7	52.4
4	Cost planning										
a	Planned cost is estimated in great detail	4.8	76.2	19	0	0	0	47.6	42.9	9.5	0
b	Cost differences that result from scope changes and designs are added to plans	14.3	52.4	33.3	0	0	0	7.2	21.4	23.8	47.6
c	Significant difference between the contract value or winning price and the estimated cost	14.3	28.6	45.2	11.9	0	0	0	2.4	19	78.6
5	Quality planning										
a	Processes, procedures, and standards for quality management	***0***	21.4	16.7	21.4	40.5	0	9.5	28.6	61.9	0
b	Preparation of a project quality plan	0	9.5	19	16.7	54.8	0	2.4	52.4	16.6	28.6

Table 4.7: Respondents' impressions of the existence of planning practices and the extent to which they influence the success of a project

Source: Data from the questionnaire

Integration planning

The active involvement of key stakeholders in the EHA planning stage ranks third in the integration planning category with a RII of 0.38, while their influence on the successful completion of a project ranks second with a RII of 0.50. Furthermore, 73.7% of respondents disagree with the inclusion of this practice in EHA, despite the fact that it has a significant effect on project success. The findings of interviews and open-ended questions support this. As a result, this result suggests that active participation of key stakeholders in conservation project design is

critical, although it is not effectively practiced in EHA. The most common planning practice in this category appears to be strong integration between the EHA office conservation team (planning) and the construction case team (contractor or any team performing the actual conservation work), while active participation of top-level management in project planning is a mediumly popular planning practice with the least influence on the project's successful completion.

Scope planning

The most significant and critical aspect influencing the success of a conservation project in the planning phase is having a well-defined scope (containing a scope statement and a scope management strategy) according to the study findings. This practice has the highest impact on project success in the company, with a RII factor of 0.752, yet it is the least present planning technique in the company, ranking third with a 0.467 RII. The presence of this practice in the organization was disagreed with by 52.3% of respondents, while the rest decided to be neutral. Taking into account what the researcher discovered during the interview, this suggests that, while this practice is not entirely implemented in the organization, there is a reasonable degree of practices that might be improved. Design changes during the execution phase are the most common occurrence in the scope planning section, with 66.7% strongly agreeing on their presence; this conclusion is consistent with the majority of the reviewed literatures.

Time planning

In this domain, 92.9% of respondents reported that their organization lacked written standards, guidelines, manuals, and procedures for project planning, with a comparable amount acknowledging its substantial impact on project success. This practice also has the least amount of present planning practice of all of the categories. This finding was supported in the interview,

as the directors stated that most of the operations undertaken in the organization, particularly conservation projects, lacked manuals and guidelines. With a RII of 0.623, the most common planning practice in EHA in this category is the action of amending and changing finish dates when time claims are granted, and it has the least impact on successful project completion.

Time management practice is placed fourth in terms of both its existence in EHA and its impact on successful project completion.

Cost planning

With 81% of respondents agreeing, planning cost estimation in greater depth during the planning phase is ranked best in this category. Adding cost differences or variations to plans as a result of changes in scope and design is the second most common planning practice in the organization, with 66.7% of respondents agreeing. This finding corresponds logically with the research finding in the scope section, as design changes during execution phase in conservation works are frequent due to the unforeseen characters of conservation initiatives. This shows that this organization understands the nature and unpredictability of conservation projects and is prepared to incorporate modifications into amended plans.

The cost planning practice is ranked first and is the most prevalent planning practice in EHA, with a RII of 0.741, as data gathered in the open-ended question show that the only planning tool used by the organization is a bill of quantity, in which the job specification, quantity, and cost are planned in relative detail.

Quality planning

EHA's least practiced planning practice category is quality planning. Project quality plan preparation in this category rates highest in both degree of presence and influence on project

success, with RIIs of 0.438 and 0.495, followed by the presence of processes, procedures, and standards for quality management in the organization. 75% of respondents disagree or strongly disagree that the organization has policies, procedures, and guidelines for quality management. Furthermore, 61.9% of respondents oppose the inclusion of project-quality preparation. This suggests that EHA conservation programs being carried out without sufficient quality management.

4.2.2 Major Interpretations

Following the basic demonstration of the existence and influence of planning practices in the preceding sections, the following essential inferences can be made:

1. **In the category of integration planning**
    - EHA does not actively involve important stakeholders in the planning stage, despite the fact that their active involvement has a strong impact on the success of conservation initiatives.
    - The conservation planning team's strong integration with the construction case team (the contractor or any team executing the actual conservation work) is critical to the success of conservation initiatives. and EHA uses it moderately.
    - Top-level EHA management is not involved in conservation project planning, and it is also not thought to have a sizable effect on project performance.
2. **In the scope planning category:**
    - Having a clearly-defined scope in the planning phase (containing a scope statement and a scope management plan) is a critical practice that has a strong impact on the success of conservation projects, and EHA fails to perform it well.

- The most common occurrence that occurs in EHA's conservation projects is design changes during the execution phase due to the unpredictable nature of conservation projects.
- Design changes due to various reasons in EHA conservation projects are well included in the revised plans.

3. **In the time planning category:**

- Having standards, guide lines, manuals, and procedures in a written format for planning project works are among the highly influential planning practices for successful project completion, but their presence in EHA is insignificant.

- When time claims are approved, EHA effectively updates project completion dates and timelines.

4. **In the cost planning category:**

- EHA does a detailed cost estimation for its conservation projects.

- Additional cost requirements or variations due to changes in scope are well included in plans.

5. **In the quality planning category**

- EHA doesn’t have quality management policies, procedures, and guidelines, despite its substantial impact on project success.

- Project-quality preparation is also lacking in the organization.

4.2.3 Additional Interview and Open-ended question Findings

In this section respondents were asked general questions and their opinions of planning tools and techniques, project management planning framework, factors contributing to success of heritage conservation projects and the rate of conservation project success in the Ethiopian Heritage Authority. There responses are presented as follows.

- More than 95% of the respondents agreed that EHA doesn't have its own project management framework tailored for heritage conservation projects, and the success rate of conservation projects is less than 30% if success is defined as finishing projects timely, within the budgeted amount, and with the anticipated scope, quality and with proper integration among key stakeholders. Furthermore, the only project planning tool EHA often uses is a bill of quantities and a Gantt chart sometimes.

- EHA, according to respondents, should use a variety of planning tools and techniques, including the Gantt Chart, the Critical Path Method (CPM), the Programme Evaluation and Review Technique (PERT), the Work Breakdown Structure (WBS), project management software, and so on.

Challenges of EHA'S Conservation Projects

- There is no conservation project planning, coordinating, or monitoring criteria.

- There is a scarcity of trained conservation experts in the sector.

- There are only a few conservation experts working throughout the country.

- The organization's funds are limited.

- There is a lack of clear and attainable strategic planning.
- In heritage-rich locations, there is a lack of peace and security.
- Not involving key stakeholders in the projects and not having a guideline on how to do that.
- Lack of conservation and construction firms that have the interest to work in this field And because of this, even if the organization is established as a governmental regulatory body, it is forced to also perform actual conservation work to save heritage in many cases where contractors are not participating in bids.

Factors contributing to the success of EHA's conservation projects

- Planning and collaborating with key stakeholders
- Training skilled conservation experts
- Developing well-defined built heritage conservation and preservation guidelines, principles, directives, manuals, etc. specific to conservation projects
- Practicing proper project management knowledge.
- Supporting and motivating private firms to join the sector

4.3 Correlation Analysis

The process of correlation analysis tests how strongly two variables are associated to each other without altering any element of the study. This type of analysis only measures naturally occurring events, behaviors, or characteristics. It is essential to note that causality cannot be established through correlation analysis, however, the association's degree, size, and direction can be determined (Adobe, 2023). Spearman's correlation, Kendall's tau correlation and Pearson's correlation, are the three primary types of correlation analysis. When examining relationships between variables that are linearly linked, researchers use Pearson's correlation coefficient. In contrast, Spearman's rank-order correlation makes no presumptions about the dispersion of the data. The third important type of correlation analysis used in ranked pairings is Kendall's tau correlation.

A Pearson correlation value of -1 or +1 shows an ideal association among the variables, whereas values between -/+ 0.9 and -/+ 0.7 indicate a significant correlation, values between -/+ 0.6 and -/+ 0.4 indicate a moderate correlation, values between -/+ 0.3 and -/+ 0.1 indicate a low degree of correlation, and values between -/+ 0.3 and -/+ 0.1 indicate a lack of association. (Groom,2021).

This study is evaluating the strength of the association between project success and project management planning. This section's goal aims to assess how strongly project management planning correlates with overall project success, and individual variables (integrating, scope, time, cost, and quality planning) will also be associated with project success using Pearson's correlation coefficient.

Correlations											
		Integration		Scope		Cost		Time		Quality	
Project Management Planning (Var)	Pearson Correlation	1	.654**	1	.322*	1	.515**	1	0.317*	1	0.411**
	Sig. (2-tailed)		0.000		0.038		0.000		0.041		0.007
	N	42	42	42	42	42	42	42	42	42	42
Project Success	Pearson Correlation	.654**	1	.322*	1	.515**	1	0.317*	1	0.411**	1
	Sig. (2-tailed)	0.000		0.038		0.000		0.041		0.007	
	N	42	42	42	42	42	42	42	42	42	42
**. Correlation is significant at the 0.01 level (2-tailed).											

Table 4.8: Pearson Correlation results

Source: Data from survey

The Pearson correlation coefficient for the variables suggests that project planning is significantly correlated to project success at 1%. Furthermore, because the Pearson correlation values for integration planning is 0.654, the scope planning value is 0.322, the cost planning value is 0.515, the time planning value is 0.317, and the quality planning value is 0.411, which indicates that all values are between 0.3 and 0.7, the correlation strengths are all moderate, and the nature of all the variables' relationships (project integration, scope, time, cost, and quality planning) and successful project completion is positive. Integration planning has the greatest Pearson correlation value and is strongly associated with project success in built heritage conservation projects, followed by cost planning and quality planning, in that sequence.

Correlations			
		Planning	success
Project Management Planning	Pearson Correlation	1	.442**
	Sig. (2-tailed)		0.003
	N	42	42
Project success	Pearson Correlation	.442**	1
	Sig. (2-tailed)	0.003	
	N	42	42
** Correlation is significant	at the 0.01 level (2-		

Table 4.9: Person correlation results PMP to project success,

Source: Data from survey

4.4 Regression Analysis

Regression analysis is an organization of statistical methods used to examine the correlations between a dependent variable and one or more independent variables. It is able to be used to predict the future relationship among variables and assess the strength of the current link. Regression analysis comes in a variety of forms, including multiple linear, nonlinear, and linear. The two most widely used models are simple linear and multiple linear models. Nonlinear regression analysis is widely employed for more complicated data sets having a nonlinear connection between the dependent and independent variables. (Sebastian, 2020).

4.4.1 Diagnosis Tests

4.4.1.1 Linearity

This assumption implies that the mean of the disturbances is zero (Groom, 2021). The assumption was not broken since the regression model employed for the investigation included a

constant factor. As seen in the plot below, the relationship between the dependent and independent variables, project management planning, and project success is linear.

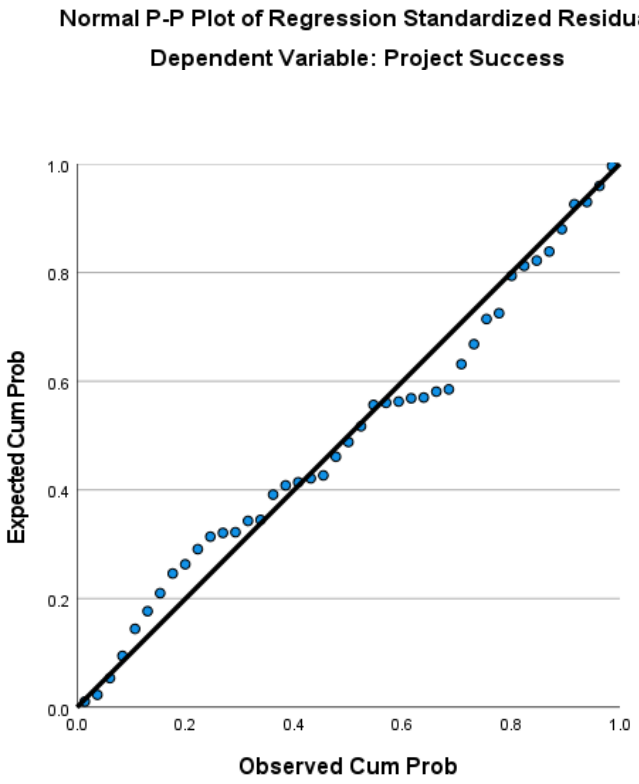

Figure 4.1: Test output for linearity

Source: Data from survey

4.4.1.2 Normality Test

A test for normality determines if the sample data came from a regularly distributed population. It is often done to see the dispersion of the research data (whether the research data has a normal distribution or not). For independent random variables, the normal distribution is the most significant statistical probability distribution. (Editor, 2022). Below is a presentation of the study's normality test results.

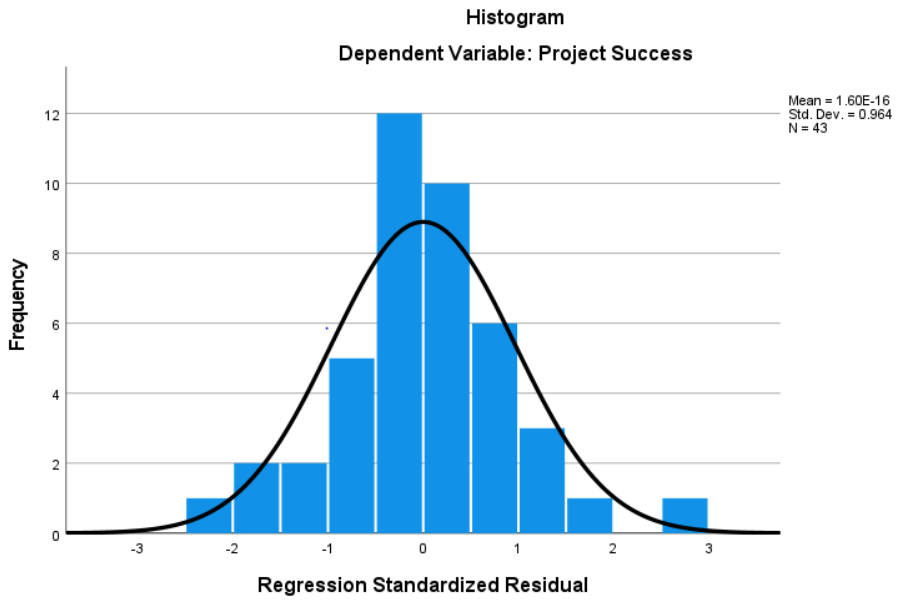

Figure 4.2: Test output for normality

Source: Data from survey

4.4.1.3 Multicollinearity Test

Multicollinearity, when employing the OLS estimation method, the test assumption is that the factors that explain the outcome are unrelated to one another (Groom, 2021). The higher the variance factor (VIF) value, the greater "troublesome" or collinear the variable X. Generally speaking, a variable is said to be very collinear if its VIF exceeds 10. The independent variables' variance inflation factor (VIF) has been calculated. The results shown in Table 4.11 show that the VIF for all variables is less than 10, indicating that the independent variables are not multicollinear.

Coefficients[a]			
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	time	0.859	1.164
	quality	0.847	1.181
	cost	0.864	1.157
	Scope	0.855	1.170
	integration	0.739	1.353
a. Dependent Variable: Project Success			

Table 4.10: Collinearity statistics

Source: Data from survey

4.4.2 Linear Regressions Analysis

One of the most widely used regression models is linear regression analysis, that is based on six essential assumptions. It was used in this study to estimate the links between project management planning and project success.

4.4.2.1. Model Summary

The multiple regression model's hypothesis testing establishes whether there is a causal connection among the explanatory and dependent variables. According to Groom (2021), having a gauge for how well the suggested model, which includes the explanatory components, genuinely explains fluctuations in the dependent variable, is helpful in determining how well the regression model actually fits the data. As a result, the goodness of fit metric R2 and the F test are used to determine the model's fit to the data. Tables 4.12 and 4.13 show the results.

Model Summary[b]									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.782[a]	0.611	0.557	0.18862	0.611	11.299	5	36	0.000
a. Predictors: (Constant), Integration, Time, Scope, cost, Quality									
b. Dependent Variable: Project Success									

Table 4.11: Model Summary

Source: Data from survey

The model's R 2 is 61.01%, whereas the adjusted R 2, which accounts for the loss of degrees of freedom caused by adding more variables, is 55.57%. As interpreted, adjusted R 2 indicates that the study's explanatory variables (integration, scope, time, cost, and quality planning) explain 55.57% of the variable in project success, and the model is fit if sig F is less than 0.05.

4.4.2.2. ANOVA[a]

The F test measures the combined importance of every factor in interpreting the dependent variable in an analysis of variance (ANOVA). Because the significance value in the table below is 0.000, which is less than 0.05, we can conclude that the model is fit.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.010	5	0.402	11.299	.000[b]
	Residual	1.281	36	0.036		
	Total	3.291	41			
a. Dependent Variable: Project success						
b. Predictors: (Constant), integration, scope,time,cost,quality						

Table 4.12: ANOVA

Source: Data from survey

4.4.2.3. Coefficients[a]

Table 4.13 below shows the summary of the regression results showing the effect Project Planning has on project success. The Beta Coefficients (β) and significance values are observed to determine direction and significance levels.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.357	0.358		3.787	0.001
	time	0.093	0.053	0.198	1.764	0.006
	quality	0.039	0.033	0.135	1.198	0.009
	cost	0.234	0.067	0.394	3.520	0.001
	Scope	0.061	0.063	0.110	0.982	0.033
	integration	0.249	0.072	0.421	3.481	0.001

a. Dependent Variable: Project Success

Table 4.13: Regression results

Source: Data from survey

Time Planning

For project time planning, the coefficient parameter (β) is 0.093 and p-value 0.006. This is interpreted as, all other factors held constant, a unit increase in project time planning will cause a 0.093-unit increase in project success and it is statistically significant at p value < 0.05 confirming that, project time planning has a positive and statistically significant effect on project success.

Quality Planning

The coefficient parameter (β) for project quality planning is 0.039 and p-value 0.009. This is interpreted as, all other factors held constant, a unit increase in quality planning will cause a 0.039-unit change in project success. Since the p-value is <0.05, it is statistically significant and has a positive effect on project success.

Cost Planning

The other variable that was tested to have effect on project success was cost planning. The beta coefficient (β) for cost time planning is 0.234 with a p-value of 0.001. This shows that holding all other factors constant, a unit increase in cost planning will cause a 0.234-unit increase in project success and it is statistically significant with a p value < 0.05. Thus, it is possible to reject the null hypothesis of no significant relationship.

Scope Planning

The coefficient parameter (β) for project scope planning is 0.061 and its p-value is 0.033. This shows that when all other factors are held constant, a unit increase in scope planning will cause a 0.061-unit change in project success. Since the p-value is <0.05, it is statistically significant and has a positive effect on project success.

Integration Planning

Integration planning has a beta coefficient of 0.249 and a p-value of 0.001. This indicates that when all other factors are held constant, a unit increase in scope planning will cause a 0.249-unit increase in project success, confirming a statistical significance and positive effect on project success.

CHAPTER FIVE

SUMMARY OF CONCLUSION AND RECOMMENDATION

The fifth chapter is divided into three sections: Based on the study findings, provide a summary of the findings, a conclusion, and recommendations.

SUMMARY of Findings

The Ethiopian Heritage Authority's existing project management planning is very poor. For its projects, the company does not even use widely used and key project management tools such as Work Breakdown Structure (WBS), Project Network Diagrams (PND), PERT, Critical Path Method (CPM), and many software. It exclusively employs bills of quantities (BOQ) for generalized project planning.

No	Description	Presense of practice	(from most to least)	Degree of impact	(from most to least)	Difference of RII
		RII	Rank in C	RII	Rank in C	(y-x)
1	Integration planning	*0.541*	3	0.552	2	-0.011
2	Scope planning	*0.574*	2	0.729	1	-0.155
3	Time planning	*0.532*	4	0.452	4	0.08
4	Cost planning	*0.741*	1	0.416	5	0.325
5	Quality planning	0.402	5	0.476	3	-0.074

Table 4.13: Summary of relative importance index (RII)

Source: Data from survey

The most present form of project management planning is cost planning, EHA outperforms the others in this area, possibly due to its proper usage of BOQ. Quality planning is the least practiced project planning practice, with an RII of 0.492. This is due to a lack of quality management policies, procedures, and guidelines for its conservation projects. Generally, the organization lacks organized guidelines and manuals like written standards, guidelines, manuals,

and processes for project work planning, well-defined built heritage conservation and preservation guidelines, principles, directives, and manuals, etc. specific to conservation projects.

Regarding project management planning's role in the success of EHA-built heritage conservation projects, the Pearson correlation coefficient for the variables suggests that project planning is strongly associated to project successful completion at 1%. Furthermore, because the Pearson correlation coefficients is 0.654 for integration planning, 0.322 for scope planning, 0.515 for cost planning, 0.317 for time planning, and 0.411 for quality planning, which are all between 0.3 and 0.7, the correlation strengths are all moderate, and the nature of the relationship between project management planning variables and successful project completion is positive.

The regression analysis shows that the data is normally distributed, the independent variables do not have a multicollinear relationship, the explanatory variables (time planning, integration planning, cost planning, quality planning and scope planning) of the study can explain 55.57% of the variability of project success, and the model is fit because the ANOVA sig is less than 0.05.

5.2 CONCLUSION

The study's goal aimed to investigate how important project management planning is to the success of a project. To comprehend the fundamental concepts and procedures of project management planning and project success, a theoretical review was conducted. An empirical review was conducted mostly on construction projects due to the shortage of materials in the conservation sector and to combine earlier research completed in the area of the study. A conceptual framework was developed In accordance with the literature review to investigate the

impact of the independent variables of time planning, integration planning, cost planning, quality planning and scope planning on the dependent variable of project success.

The questionnaire used in the study was adapted from Rediet's (2021), research project titled "Assessment of Construction Project Planning Practices and Their Degree of Impact on Successful Project Completion." The Case of the Defense Construction Enterprise, a research project given to Addis Ababa University's School of Commerce With the exception of the interview and open-ended questions in Parts 2 and 3. Data was obtained from 42 participants (70% response rate).

The statistical analysis was carried out with SPSS version 27. Descriptive and correlational analyses were used to characterize the nature of the variables examined. Correlation analysis revealed a link between project success and integration planning, cost planning, quality planning and scope planning.

Diagnostic tests were performed to check that the study's model satisfies the assumptions of the classical linear regression model. All of the independent variables of project management planning (scope planning, time planning, integration planning, cost planning, and quality planning) have positive and substantial influence on project success, according to the regression results. According to the study's findings, proper measures should be put in place to adequately handle project management concerns in order for EHA projects to be successful, since it plays a critical role and contributes to optimal project performance and management.

5.3 Recommendation

Based on the findings of this study and a review of relevant literature, it is clear that project management planning is a critical aspect in the success of built heritage conservation projects.

The five dimensions of project management planning explored in this study each have a different impact on projects, both separately and jointly. In order to achieve the necessary levels of project success, conservation project teams must properly address the complete process of project management planning. The proper administration of project planning is critical to project achievement. Ineffective project management planning leads to disappointing project outcomes as well as budget and schedule disruption.

- To improve the effectiveness of managing built heritage conservation projects, project management planning strategies should be used. It is strongly advised that project management planning be given careful consideration, since this process aids in the development of a road map for how, when, what, who, and where projects should be carried out.
- The Ethiopian Heritage Authority should also begin paying attention to key stakeholders' active participation in the planning stage, preparing well-defined scope in the planning phase (including scope statement and scope management plan), allocating sufficient time to prepare/develop quantities and design the project, start developing standards, guidelines, manuals, and processes for project planning works that are in writings for built heritage conservation, preservation, planning and management, quality management, quality management , and taking into account the nature of conservation projects, as there is always the possibility of design changes during the execution phase due to the unpredictable nature of the environment.
- According to the study's findings, the majority of heritage conservation professionals who plan, implement, and supervise heritage conservation projects lack an educational

background in project management. If the organization provides employees with the opportunity to receive training on the subject, it can reduce the number of failed projects.

- EHA should start giving attention to project quality preparation and develop quality management policies, procedures, and guidelines,
- EHA, should start using a variety of planning tools and techniques, including the Critical Path Method (CPM), the Gantt Chart, the Programme Evaluation and Review Technique (PERT), the Work Breakdown Structure (WBS), project management software, and so on.
- EHA should develop project management guidelines specific to Ethiopian built heritage conservation projects.
- The scarcity of trained conservation experts in the sector should have a solution to better perform the projects.
- The organization's limited funds and how they are handled should be improved, and the fund's size should be increased.
- The private sector should be encouraged to participate in built heritage conservation projects.

5.4 Research Limitations and Areas of Further Research

5.4. 1 Limitation of the Study

The topic of the role of project management planning on project success in heritage conservation projects in general, and the case of Ethiopian built heritage conservation projects in particular, has not been adequately researched, making it difficult to find enough literature to conduct a

conceptual and empirical review. External issues such as political, economic, social, and technological factors that may influence project success are not taken into account in the research.

5.4.2 Suggestion for Future Research

Future research should be conducted on what project management methods best suit conservation projects and if whether agile project management is advised for these types of projects due to its unpredictable nature. Furthermore, research should be performed to determine how to better inspire the private sector to participate in built heritage conservation initiatives and how to address the country's scarcity of educated conservation professionals.

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APPENDIX

APPENDIX-A

Dear valued participants,

I am undertaking a research survey on built heritage conservation projects. The purpose of this research is to explain "the role of project management planning on project success in the case of Ethiopian Heritage Authority conservation projects.

The research is an individual research project as part of my study for MA Degree in Project Management at Addis Ababa University, I invite you as key staff members to participate in this survey. The information you provide in response to the items in the questionnaire will be used as part of the data needed for the study. All the information you provide will be kept in strict confidentiality and it will be used only for academic research. Therefore, please answer each question carefully. There is no right or wrong answer. If you are unsure of an answer, please respond with your best estimate.

Your participation in this research is highly appreciated, and I thank you for your time, energy, and effort. If you have any further questions, feel free to contact me at the address below.

Thank you for your cooperation,

Bisrat Ayele

Heritage Conservator at Ethiopian Heritage Authority

Post graduate student, Project Management, Addis Ababa University

Email: ayebisrat@gmail.com

GENERAL INSTRUCTIONS

There is no need of writing your name. In all cases where answers options are available, please make an (x) in the appropriate box.

Part I. Background Information about the Respondents

Please use (x) mark in the relevant box for your response

1. Gender Female ☐ Male ☐

2. Educational back ground

PHD ☐ MA/MSC ☐

BA/BSC ☐ College Diploma ☐

3. General Work Experience

Less than 5 years ☐ 5-10 years ☐

10-15 years ☐ Above 15 years ☐

4.What is your position in the Ethiopian Heritage Authority?

Architect Conservator ☐ Engineer Conservator ☐

Art Conservator ☐ Manager ☐

5. What is your level of education in project management?

Certificate ☐ MA ☐

I don't have any ☐ Specify if any _____

PART -2: Questions Specific to the Project Planning Practice of EHA

Direction: Please rate the degree of Presence of the statements in EHA and the degree of impact the level of each planning practice presence has on successful completion of conservation projects by making an (X) mark where appropriate for the following identified factors that influence existing planning practices, based on your knowledge of practice.

No	Description	Degree Of Presence in EHA					Degree Of Impact (On Successful Project completion)				
		SD	D	N	A	SA	VH	H	M	L	VH
Integration											
1	The following are present in integration planning:										
	a. key stakeholders' active involvement in planning stage										
	b. Strong integration between EHA office conservation team (planning) and construction case team (contractor or any team performing the actual conservation work)										
	c. Top level management active involvement during project planning										
Scope											
2	The following are present in scope planning:										
	a. Well defined scope in the planning phase (including scope statement and scope management plan)										
	b. Sufficient time for project design and quantity preparation/ development										
	c. Design changes during execution phase due to unpredictable nature of conservation projects										
	c. Design changes during execution phase inclusion in revised plans										
	Time										
3	The following are present in time planning:										
	a. Written standards, guide lines and manuals & procedures for planning project works										
	b. Project activity determination in the planning phase										
	c. Project planning activities completion prior to project execution										
	d. The enterprise project schedule revision and updating of finish dates when time claims are approved										
Cost											
4	The following are present in cost planning:										
	a. Detailed cost estimation in the planning phase										

	b. Additional cost /variations/ due to change in scope, design inclusion in plans										
	c. Significant difference between estimated cost and contract amount /winning price										
Quality											
5	The following are present in quality planning:										
	a. Quality management policies procedures & guidelines										
	b. Project quality plan preparation										

Part 3 Close ended question

Open-ended Questions: Please give your answers at the back of the question sheet. If you are unsure of an answer in this section, you can skip the question.

1. Which project management planning tools and techniques are used in EHA conservation projects?
2. Are there any additional project management planning tools or techniques that you suggest be used for the improvement of EHA heritage conservation projects?
3. Does EHA have its own project management framework tailored for heritage conservation projects?
4. In your opinion, what are the significant factors that contribute to the success of built heritage conservation projects in Ethiopia?
5. What are the primary challenges What are the primary challenges EHA faces that hinder the success of heritage conservation projects?
6. What present of EHA's conservation projects are completed within planned budget, time, quality and scope?

Interview Questions

1. What is your position in the Ethiopian Heritage Authority?

2. In your opinion, what is the role of project management planning in the success of EHA built heritage conservation projects?

3. What specific steps are taken in project management planning to ensure the success of heritage conservation projects in EHA?

4. What are the positive/negative outcomes that arise from adequate/inadequate project management planning in EHA heritage conservation projects?

5. How often do EHA heritage conservation projects strictly comply with the project

6. Does EHA have its own project management framework tailored for heritage conservation projects?

7. In your opinion, what are the significant factors that contribute to the success of built heritage conservation projects in Ethiopia?

8. What are the primary challenges EHA faces that hinder the success of heritage conservation projects?

9. How does EHA analyze or track the effectiveness of its project management planning, approaches, and tools?