

Innovations

The Role of Stakeholder Management on Project Success in Selected World Bank Financed Projects in Somali Region

Dr. Abdi Ahmed Hasan¹

Assistant Professor

Department of Accounting and Finance
Jigjiga University, Jigjiga, Ethiopia

Abdifitah Abdullahi Abdi²

Student M.A (Final)

Department of Project Planning & Management
Jigjiga University, Jigjiga, Ethiopia

Dr. Perways Alam³

Associate Professor

Department of Accounting and Finance
Jigjiga University, Jigjiga, Ethiopia

Corresponding author: **Dr.Perways Alam**

Abstract

The aim of this study was to investigate the role of stakeholder management on project success in selected World Bank financed projects in Somali region. An explanatory research design approach was used to conduct the study. 172 self-administered questionnaires were distributed to employees of Development response to displacement impact project (DRDIP) and Lowland Livelihood Resilience Project (LLRP). Based on the 154 returned questionnaires the response rate was 89.5% and enables the researcher to conduct the data analysis using the SPSS version 26 statistical tool. Descriptive, correlational, and multiple regression analyses were therefore carried out. The correlation analysis shows that stakeholder identification, manage stakeholder engagement, and monitor stakeholder engagement are positively and moderately associated with project success but plan stakeholder engagement are not significantly associated with project success. The multiple regression analysis revealed that stakeholder identification ($\beta=0.425$), plan stakeholder engagement ($\beta=0.074$), manage stakeholder engagement ($\beta = 0.274$), and monitor stakeholder engagement ($\beta =0.267$) has a significant effect on project success. Additionally the regression analysis shows (adjusted R square =0.696, $p<0.05$) which means 69.6 % variation in project success explained through a change in all independent variables of stakeholder management. Generally, this study indicated that there is a positive and significant relationship between stakeholder management and project success in World Bank financed projects in the region. The study recommends World Bank to prepare a more suitable stakeholder engagement strategic plan that provides an actionable plan to interact effectively with stakeholders and answer stakeholder interests and constraints, and to take corrective and preventive actions to improve the level of stakeholder engagement to secure project success.

Keywords: Stakeholders, Project, Project Success, Stakeholder management

1. Introduction

The World Bank undertakes international development projects in the majority of developing countries but does not carry them out it funds other organizations to carry out and supervise it (Ika et al., 2012). Almost every project today takes place in a context where stakeholders play a significant role in task completion. The project

is frequently sensitive to the actions and decisions of the stakeholders. Clients, end users, contractors, consultants, labor unions, line organizations, public authorities, financial institutions, insurance companies, controlling organizations, media, third parties, and competitors are examples of project stakeholders. Moreover, project success has been associated with the effective management of all stakeholders throughout the project life cycle (Bourne and Walker, 2005; Aaltonen et al., 2008; Chinyio and Akintoye, 2008; Olander, 2007). Cost, quality, and time, which are the normal measurement of project success, has changed from time to time and includes micro and macro viewpoints, fewer conflicts and disputes, friendliness of environment, and stakeholder satisfaction (Cooke-Davies, 2002; Low and Chuan, 2006; Toor and Ogunlana, 2010; Lim and Mohamed, 1999). Research conducted by Olander and Landin(2008); Bourne(2005)concludes project failures due to either absence of or inadequate stakeholder management throughout the project. Hence, it is important to engage/manage stakeholders effectively in the project activities to realize project success.

1.2. Statement of Problem

Projects are organizational strategic methods that direct innovation and create value. However, their failures and challenges incur costs for international businesses, governments, and organizations' fortune each year. The recent studies conducted by the academia and industry including studies by McKinsey in collaboration with the University of Oxford and KPMG New Zealand multi-industrial survey as well as the 2000–2011 CHAOS report by Standish Group confirm high rates of project challenges and failures.

Research conducted by Olander and Landin(2008); Bourne(2005); Black(1995)concluded that project failures due to either absence of or inadequate stakeholder management throughout the project. Hence, it is important to engage/manage stakeholders effectively in the project activities to realize project success. Findings of Fraz et al.(2016); Tero (2014); Macahria(2013); Bourne and Walker(2005); Aaltonen et al.(2008); Ward and Chapman(2008) and Olander(2007) showed that there is a positive correlation between stakeholder management and project success.

However, the above studies have overlooked how a contractor firm manages its stakeholders like the owner, subcontractors, suppliers, project team, and other internal stakeholders through its stakeholder management practice. Most of the research conducted in Ethiopia also focused on the assessment of stakeholder management practices rather than to see the relationship between stakeholders' management and project success. World Bank finances several project in Ethiopia and particularly Somali Region. These projects are multisectoral and have several stakeholders. So, far there is no studies done on the stakeholder management in the World Bank financed projects in this region. And the role of stakeholder's management for the success of these projects remains unknown. Therefore, this study tried to address the gap by studying the cause and effect relationship between stakeholder management and project success with a case of the World Bank financed projects in Somali Region through the below developed research questions.

1.3. Research Questions

This research attempted to answer the below questions;

- Does stakeholder identification affect project success?
- To what extent does plan stakeholder engagement affect project success?
- How does managing stakeholder engagement affect project success?
- What is the effect of monitoring stakeholder engagement on project success?
-

1.4. Objectives of the Study

- To analyze the effect of stakeholders identification on project success in selected world bank financed projects in Somali Region particularly DRDIP and LLRP;
- To investigate the effect of plan stakeholders engagement on project success in selected world bank financed projects in Somali region particularly DRDIP and LLRP;
- To examine the effect of managing stakeholders engagement on project success in selected world bank financed projects in Somali region, particularly DRDIP and LLR P and
- To evaluate the effect of monitoring stakeholder engagement on project success in selected World Bank financed projects in Somali region particularly DRDIP and LLRP.

2. Review of Literature

Empirical Studies Related to Stakeholder Management on Project Success

Bourne and Walker (2006) defined that stakeholder management with diverse statements, the concept comprises the management of activities linked to project stakeholders. The latter however implicit that the management process encourages the use of active project managers to lessen the negative effect of stakeholder activities and assure stakeholder contribution to accomplish project goals.

El-Naway et al. (2015) conducted a study on developing methodology for stakeholder management to achieve project success and provided an approach for effective management of stakeholders in the projects. These are as follows

1. Investigating project stakeholders' requirements and limitations,
2. Ensuring effective communication for all project stakeholders,
3. Identifying stakeholders,
4. Managing Stakeholders with social responsibilities,
5. Defining and formulating a clear statement of Project Missions,
6. Promoting a good relationship with stakeholders,
7. Understanding the areas of stakeholders' interests,
8. Prioritizing project stakeholders based on their influence and authority,
9. Formulating appropriate strategies to manage stakeholders,
10. Building trust between project top management and the most engaged stakeholders in the project.

Fraz et al.(2016) conducted a study on effect of project management practices on project success in make-to-order manufacturing organizations. The study established that Project success is strongly correlated with PM Practices in make-to-order organizations. The private sector and public sector organizations follow the Project Management Practices to the same extent and there is no significant difference in the practices being followed by them. Findings also revealed that stakeholder management is directly correlated to project success.

Jepsen & Eskerod (2013) conducted a study recommends that project success includes not only the triangle factors i.e. cost, time, and quality, but also the effective management of the stakeholders engaged

Kelbessa (2016) conducted a study on the role of project stakeholder management process on public project performance in Ethiopia. The findings also identified the main problem areas in the project stakeholder management process. Stakeholder identification and project stakeholder management plan development were inadequately performed according to the studied projects.

Muluka et al. (2021) published a research paper in the international journal of project management. They considered that project success was as a dependent variable while stakeholder management processes were considered as independent variables. They found that there was relationship them.

Li et al. (2011) concluded that stakeholder management is the effective management of interactions among project stakeholders.

Macharia (2013) also conducted a study to determine the effect of stakeholders' engagement in project identification, project planning, project execution, and project review on project outcome. The findings tell us that stakeholders' engagement in project execution contributed most to project outcome. His study also implies that the project is successful when meets the constraints of schedule requirements, stakeholders satisfaction, and cost constraints.

Nauman & Piracha (2016) conducted a study on project stakeholder management-A Developing Country Perspective. Results reveal that the client's end-users had ranked as the most important project stakeholders. Moreover, exploring stakeholders' needs and constraints to projects was found to be the most critical factor for successful project stakeholder management, building stakeholder commitment and trust came in second, followed by maintaining and promoting excellent relationships.

Späth & Scolobig (2017) concluded that the relationship between a project and stakeholders through stakeholder management is important to the success of projects In addition, stress that the drive of a project is to offer benefit to its stakeholders.

Tero (2014) study revealed that stakeholders' identification, engagement, and empowerment in project review, outcome, and stakeholders' engagement in project execution are stakeholder management processes that influence project success.

2.1 Conceptual Framework

Project stakeholder management contains the steps essential to identify the people, groups, or organizations that could impact or be impacted by the project, to evaluate stakeholder expectations and their impact on the project, and to create appropriate management strategies for effectively engaging stakeholders in the project decisions and implementation. (PMI, 2017). Based on the above conducted studies including Project Management Institute PMBOK guide sixth edition 2017, a conceptual framework has been proposed as the below. The research mainly emphasized on process of project stakeholder management based on (PMI, 2017).

Independent Variables Dependent Variable

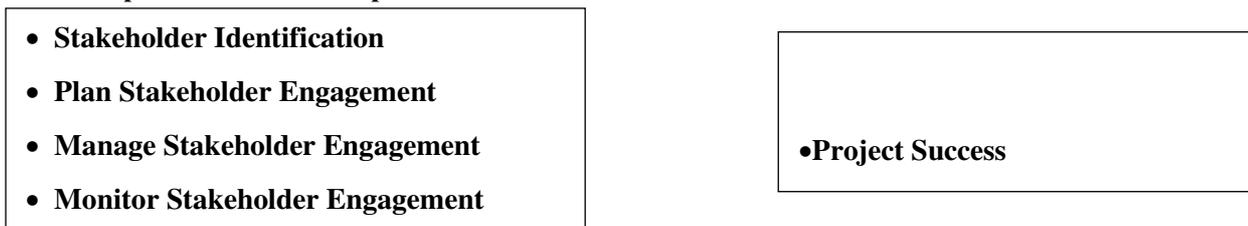


Figure 1: Conceptual framework adopted from (Atamba, 2016).

2.2 Research Hypotheses

Based on the reviewing of literatures and practical guides the following research hypotheses has developed.

H1: There is a positive relationship between stakeholder identification and project success.

H2: Plan stakeholder engagement and project success has a positive relationship.

H3: There is a positive relationship between manage stakeholder and project success.

H4: Monitor stakeholder engagement and project success has a positive relationship.

3. Research Methodology

3.1. Research Approach

The researcher employs a quantitative research approach through a structured questionnaire method in evaluating the role of project stakeholder management on project success.

3.2. Area of Study

The study is carried out in the Somali Region, Ethiopia. Somali Region is a regional state in eastern Ethiopia. Following Oromia Region, it has the greatest territory.

3.3. Projects included in the Study

The following projects were selected for the current study

3.3.1. Development Response to Displacement Impact Project (DRDIP)

The Development Response to Displacement Impacts Project (DRDIP) is a 5 year project from 2016 to 2021 to be implemented in the refugee hosting areas of Ethiopia. The Development Response for Displacement Impacts Project (DRDIP) is a multi-level and multi-sectoral investment program focusing on the impact of the presence of thousands of refugees on the hosting communities in the five national regional states of the country (Afar, Benishangul, Gumuz, Gambella, Tigray and Ethiopian Somali).

3.3.2. Lowland Livelihood Resilience Project (LLRP)

The "Lowland Livelihood Resilience Project (LLRP)" implements capital investment and rural livelihood subprojects to improve the livelihood of pastoral and agro-pastoralists to external shocks, with a focus on the ASAL communities.

3.4. Research Design

The main purpose of this study is to examine and analyze the role of stakeholder management on project success in selected World Bank financed projects in Somali Region. Therefore, the study is conducted through an explanatory research design to examine the effect of stakeholder management on project success. This design still support the researcher to describe and explain the stakeholder management relation to project success.

3.5. Population of the Study

3.5.1. Target Population

Target population of this study are the staffs of LLRP Project and DRDIP Project. Total number of staffs in LLRP project are 145. It included Regional Project Coordination Unit Staffs, Cluster project team and Woreda Project Coordination Team Staffs. DRDIP Project has 27 staffs. It included Regional Project Coordination Unit Staffs and Woreda Project Coordination Team Staffs. So total population of this study is (LLRP + DRDIP) 172

3.6. Sample Size and Sampling Technique

The researcher applied census and whole population were included to the study as participants

3.7. Data Collection Methods

To conduct the research, primary data sources were applied properly. The data is collected from the target population using a self-administered and structured questionnaire. This quantitatively designed questionnaire is measured through five points Likert scale to understand the response of respondents. The five-point Likert scale questionnaire is structured through one dependent variable (project success) to be measured by four independent variables (stakeholder identification, plan stakeholder engagement, manage stakeholder engagement, and monitor stakeholder engagement). The questionnaires contain items for each independent variable and dependent variable. Google survey were used as the data collection tool.

3.8. Method of Data Analysis

A quantitative research methodology is used to conduct the investigation. Therefore quantitative data analysis techniques has used in the study. The collected data were analyzed through the SPSS version 26 software package. In doing the quantitative analysis, the researcher has used descriptive data analysis tools such as frequencies, the mean, and standard deviation to assess the effect of project stakeholder management on project success. Moreover, Pearson correlation and multiple regression analysis were applied to test the hypothesis of the research, to quantify the magnitude and direction of each independent variable (stakeholders identification, plan stakeholders engagement, manage stakeholder engagement, and monitor stakeholders engagement), and measure the effects on measured variable (project success).

3.9. Research Model

In this study, the project success is the dependent variable, which is measured by the predictor variables: stakeholder identification, plans stakeholders engagement, manage stakeholder engagement, and monitor stakeholder engagement.

For this study the below regression model was used.

$$PS = \beta_0 + \beta_1 SI + \beta_2 PSE + \beta_3 MSE + \beta_4 MOSE + e_i$$

PS=Project Success

MSE=Manage Stakeholder Engagement

MOSE=Monitor Stakeholder Engagement

PSE=Plan Stakeholder Engagement

SI=Stakeholder Identification
 ei= error terms

4. Result and Discussion

Out of the total 172 questionnaires that were distributed to respondents, 154 (89.5%) questionnaires were properly filled and returned. Only 18 (10.5%) questionnaires were unreturned and the analysis was conducted based on returned 154 questionnaires, which has an 89.5 % response rate. The coefficient of reliability were measured through Cronbach’s Alpha. Over all test result of Cronbach’s Alpha is 0.894.It indicates high internal consistency in the items which are included in the questionnaire.

4.1. Descriptive Analysis of Measurement Items

Table 1.Summary of Descriptive Statistics for All Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Planning Stakeholders engagement	154	1	4	1.44	0.492
Project success	154	1	4	1.50	0.556
Monitoring Stakeholders engagement	154	1	4	1.57	0.443
Managing Stakeholders engagement	154	1	4	1.60	0.478
Identification of Stakeholders	154	1	4	1.76	0.610
Valid N (list wise)	154				

Source: Survey Data and Author’s Computation

The above table 1 shows the summary of the mean and standard deviation of each variable concerning the minimum and maximum values. Accordingly stakeholders identification has (Mean=1.76, Std. D=0.610), plan stakeholders engagement (Mean=1.44, Std. D=0.492), manage stakeholder engagement (Mean=1.60, Std. D=0.478) monitor stakeholder engagement (Mean=1.57, Std. D=0.443), and project success has (Mean=1.50, Std. D=0.556).

The above statistics show that planning stakeholder engagement has the lowest mean value relative to other independent variables. Based on Zaidatol and Bagheri (2009), it is greater than the value of 3.39, which is taken as low. However, the company has to give more concern to it to be successful on other projects. The descriptive statistics show Identification of Stakeholders has the highest mean value (M=1.76).

From the descriptive statistics, we can see that the standard deviation of each variable ranges from 0.44 to 0.61. This means there is a high rate of consistency of responses between participants of the project. The mean value of the variables ranges from 1.44 to 1.76. This implies that the participants of the project or employees somewhat agree on the items of the variables. Moreover, the projects stakeholder management practice is a moderate one and needs some improvements.

4.2. Correlations Analysis

Table 2. Correlations Analysis
Correlations

		Identification of Stakeholders	Planning Stakeholders engagement	Managing Stakeholders engagement	Monitoring Stakeholders engagement	Project success
Identification of Stakeholders	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	154				
Planning Stakeholders engagement	Pearson Correlation	.565**	1			
	Sig. (2-tailed)	.000				
	N	154	154			
Managing Stakeholders engagement	Pearson Correlation	.702**	.670**	1		
	Sig. (2-tailed)	.000	.000			
	N	154	154	154		
Monitoring Stakeholders engagement	Pearson Correlation	.462**	.559**	.663**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	154	154	154	154	
Project success	Pearson Correlation	.766**	.605**	.747**	.620**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	154	154	154	154	154

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data and Author’s Computation

The above correlation analysis was made to determine whether there is a positive correlation between independent variables and a dependent variable or not. Based on the above table one can infer that there is a significant positive association between independent variables of stakeholder identification, plan stakeholder engagement, manage stakeholder engagement, monitor stakeholder engagement, and project success.

A Pearson correlation between and project success is the strongest and positive relation relative to all variables. Identification of Stakeholders is significantly and positively correlated with project success ($r=.766$, $n=154$, $P<0.01$) at a significant level of 0.000, 2 tailed. Referring to Schober et al. (2018) a correlation coefficient lays between 0.70to0.89 is a Strong correlation.

Following Identification of Stakeholders are manage stakeholder engagement, monitor stakeholder engagement, and plan stakeholder engagement have an r-value of .747, .620, .605 respectively. Here, indicates there is a positive and significant association with project success at p-value less than 0.01, $p=0.000$, 2 tailed.

According to Schober,et al. (2018), a Pearson correlation coefficient lays in the range from 0.40 to 0.69 and 0.70 to 0.89are taken as moderate and strong. Therefore, there is a moderate to strong correlation between stakeholder management and project success. This also implies the basic precondition is met to check underlying assumptions of regression.

4.3. Regression Analyses

Since the main objective is to determine the effect of stakeholder management on project success, the researcher has run multiple regression analyses on whether the formulated hypotheses have an impact on project success or not. The reliability and validity of data were checked properly. Moreover before conducting the multiple regression model the major assumptions such as linearity, normality, multicollinearity and homoscedasticity tests were conducted and all of them were within the recommended limit.

4.3.1. Model Summary

Table 3 for model summary indicates that adjusted R square is 0.696 or 69.6% which means 69.6 % variation in project success is explained through a change in all independent variables of stakeholder identification, plan stakeholder engagement, manage stakeholder engagement, and monitor stakeholder engagement included in the model. However, the remaining 30.4% variation in project success can be explained by other or unobserved variables than the independent variables in this model.

Table 3. Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.839 ^a	.704	.696	.307	.704	88.731	4	149	.000

a. Predictors: (Constant), Monitoring Stakeholders engagement, Identification of Stakeholders, Planning Stakeholders engagement, Managing Stakeholders engagement

b. Dependent Variable: Project success

Source: Survey Data and Author’s Computation

4.3.2. Summary of ANOVA

Through tested ANOVA, the model is significance in explaining the relationship between independent and dependent variables. As presented in the below table, the significance value is less than 0.05. Therefore, we can conclude that there is a linear relationship between independent variables and project success, where the model is fit and acceptable.

Table 4. Summary of ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.366	4	8.342	88.731	.000 ^b
	Residual	14.007	149	.094		
	Total	47.373	153			

a. Dependent Variable: Project success

b. Predictors: (Constant), Monitoring Stakeholders engagement, Identification of Stakeholders, Planning Stakeholders engagement, Managing Stakeholders engagement

Source: Survey Data and Author’s Computation

4.3.3. Multiple Regression Coefficients

Table 5 indicates the Beta coefficient and p-value of all independent variables with their respective standard error. The Beta value measure how strongly each predictor or independent variable (stakeholder identification, plan stakeholder engagement, manage stakeholder engagement and monitor stakeholder engagement) affects the dependent variable (project success) in the model. The independent variables are stakeholder identification, plan stakeholder engagement, manage stakeholder engagement, and monitor stakeholder engagement with their beta value of 0.425, 0.074, 0.274, and 0.267 respectively.

Table 5. Multiple Regression Coefficients

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.206	.099		-2.076	.040
	Identification of Stakeholders	.425	.058	.466	7.314	.000
	Planning Stakeholders engagement	.074	.071	.065	1.048	.296
	Managing Stakeholders engagement	.274	.091	.235	3.010	.003
	Monitoring Stakeholders engagement	.267	.076	.213	3.496	.001

a. Dependent Variable: Project success

Source: Survey Data and Author’s Computation

4.3.4 .Hypothesis Testing

Based on the above multiple regression coefficients, previously formulated hypotheses results discussed below.

H1: There is a positive relationship between stakeholder identification and project success.

As it is indicated in the above coefficient table 5 stakeholder identification has a beta value of 0.425 and it is significant at (p<0.05) This means 42.5% change in project success is due to a change in stakeholder identification holding the other independent variables constant. It shows that stakeholder identification significantly affects the selected project’s success. Hence, the hypothesis is accepted.

H2: Plan stakeholder engagement and project success has positive relationship

Table 5 shows that plan stakeholder engagement has a beta value of 0.074 ataninsignificant value of (p<0.05). This implies that a 0.7% change in project success is due to a change in plan stakeholder engagement remaining other variables constant and it shows that plan stakeholder engagement affects the selected project’s success. Hence, the hypothesis is unaccepted.

H3: There is a positive relationship between manage stakeholder project success.

As per the above table, manage stakeholder engagement has a beta value of 0.274 at a significant value of ($p < 0.05$). This implies that a 27.4 % change in project success is due to a change in manage stakeholder engagement remaining other variables constant and it shows that manage stakeholder engagement affects the selected project's success. Hence, the hypothesis is accepted.

H4: Monitor stakeholder engagement and project success has positive relationship

Table 5 shows that monitor stakeholder engagement has a beta value of 0.267 at a significant value of ($p < 0.05$). This implies that 26.7% change in project success is due to a change in monitor stakeholder engagement remaining other variables constant and it shows that monitor stakeholder engagement affects the selected project's success. Hence, the hypothesis is accepted.

The overall regression model is write down as:

$$PS = 0.425SI + 0.074PSE + 0.274MSE + 0.267MOSE + \epsilon$$

Where:

PS - Project Success MOSE - Monitor Stakeholder Engagement SI - Stakeholder Identification ϵ - Stochastic Error term

PSE - Plan Stakeholder Engagement MSE - Manage Stakeholder Engagement

Table 6. Summary of Research Questions, Hypothesis, and Research Findings

	Research Question (RQ)	Hypothesis	Research Findings
1	Does stakeholder identification affect project success?	H1: There is a positive relationship between stakeholder identification and project success.	Supported
2	To what extent does plan stakeholder engagement affect project success?	H2: Plan stakeholder engagement and project success has positive relationship	Unsupported
3	How does managing stakeholder engagement affect project success?	H3: There is a positive relationship between manage stakeholder project success.	Supported
4	What is the effect of monitoring stakeholder engagement on project success?	H4: Monitor stakeholder engagement and project success has positive relationship.	Supported

Source: Survey Data and Author's Computation

5. Conclusion and Recommendations

5.1. Conclusion

The main objective of this research was to examine the effect stakeholder management has on the project success of the world banked financed projects in Somali Region. Based on the results of this study, it is concluded that there is a positive and significant relationship between stakeholder management and project success. The multiple regression analysis results revealed that stakeholder management could affect project success.

This study concludes that stakeholder identification, manage stakeholder engagement, and monitor stakeholder engagement have a positive and significant effect on project success except plan stakeholder engagement which has positive effect on projects success but not significant.

5.3 Recommendations

Upon the completion of the study, the researcher provides the following recommendations to DRDIP and LLRP. All variables such as stakeholder identification, plan stakeholder engagement, manage stakeholder engagement,

and monitor stakeholder engagement have a positive correlation and significant impact on project success. From other variables, stakeholder identification is the highest contributor to the project's success. Overall stakeholder management practice is a good one and needs some improvements. The researcher would like to recommend to World Bank financed projects and other projects to

- Strengthen their stakeholder management practice as it contributes to project success
- Improve their stakeholder engagement planning, monitoring and managing
- Prepare and implement stakeholder management manual and guideline

References

- [1] Aaltonen, K., Jaakko, K. and Tuomas, O. (2008). *Stakeholder Salience in Global Projects. International Journal of Project Management.* 26(5), 509-516.
- [2] Atamba, B. (2016) *Stakeholder Management and Project Success: Case of Integrated Financial Management Information System Project in Kenya, University of Nairobi, Unpublished Thesis.*
- [3] Bourne, L. (2005). *Project Relationship Management and the Stakeholder Circle™. PhD thesis, RMIT University Australia.*
- [4] Bourne, L. and Walker, D.H.T. (2005). *Visualizing and Mapping Stakeholder Influence. Management Decision.* 43(5), 649-660.
- [5] Bourne, L., Walker, D.H.T. (2006). *Visualizing Stakeholder Influence—Two Australian Examples. Project Management Journal* 37 (1), 5–22.
- [6] Bunn, M. D., Savage G. T., & Holloway B. B. (2002). *Stakeholder analysis for multi-sector innovations. Journal of Business and Industrial Marketing,* 17 (2/3), 181 - 203
- [7] Chinyio, E.A. and Akintoye, A. (2008). *Practical Approaches for Engaging Stakeholders: Findings from the UK. Construction Management & Economics.* 26(6), 591-599.
- [8] Cleland, D.I. (1995). *Leadership and the Project-Management Body of Knowledge. International Journal of Project Management.* 13(2), 82-88.
- [9] Cooke-Davies, T. (2002). *The "Real" Success Factors in Projects. International Journal of Project Management,* 20(3), pp.185-190.
- [10] Donaldson, T. & L. E. Preston (1995). *The stakeholder theory of the corporation: concepts, evidence and implications. Academy of Management Review,* 20 (1), 65 – 91.
- [11] Fraz, A., Asim, W., Saad, A., Mohsin, J., Syed, T.H.S., & Safia, S. (2016). *Effect of Project Management Practices on Project success in Make-to-Order Manufacturing Organizations. Indian Journal of Science and Technology,* 9 (21), 1-8.
- [12] Ika, L. A., Diallo, A., & Thuillier, D. (2012). *Critical success factors for World Bank projects: An empirical investigation. International journal of project management,* 30(1), 105-116.
- [13] Jackson, M. and Dr. Patrick, M. (2018). *Effect of Stakeholder Engagement on Project Success in Rwanda: A Case of Gisenyi Youth New Vision Project. International Journal of Science and Research,* 7 (10)
- [14] Jawahar, I.M., McLaughlin, G.L., (2001). *Toward a descriptive stakeholder theory: An organizational life cycle approach. Academy of Management Review,* 26(3), 397-414.
- [15] Jepsen, A.L. and Eskerod, P. (2013). *Project stakeholder management - Fundamentals of project Management. Gower Publishing Limited.*
- [16] Jepsen, A.L., Eskerod, P., (2009). *Stakeholder Analysis in Projects: Challenges in Using Current Guidelines in the Real World. International Journal of Project Management,* 27 (4), 335– 343.
- [17] Karlsen, J.T. (2002). *Project Stakeholder Management. Engineering Management Journal,* 14 (4), 19– 24.
- [18] Kelbessa, D. (2016). *The Role of Project Stakeholder Management on Performance of Public Projects in Ethiopia. Addis Ababa University.*
- [19] Kerzner, H. (2017). *Project Management: A systems Approach to Planning, Scheduling, and Controlling. 12 Edition. John Wiley & Sons, Inc.*
- [20] **Muluka, K.O., Mukanzi, C.M. & Paul S.N. (2021). Influence of Stakeholder Management on Success of Digital Literacy Program in Western Kenya. International Journal of Project Management** 2(3): 151-162, 2021.

- [21] Li, Y., Lu, Y. & Peng, Y. (2011) *Hierarchical Structuring Success Factors of Project Stakeholder Management in the Construction Organization*. *African Journal of Business Management*, 5 (22), 9705 - 9713.
- [22] Lim, C.S. and Mohamed, M.Z. (1999). *Criteria of Project Success: an Exploratory Re- examination*. *International Journal of Project Management*. 17(4), 243-248.
- [23] Low, S.P. and Chuan, Q. (2006). *Environmental Factors and Work Performance of Project Managers in the Construction Industry*. *International Journal of Project Management*. 24(1), 24-37.
- [24] Macharia, N.S. (2013). *Influence of Stakeholders' Involvement on Project Outcome: A case of Kigumo Girls Academic Centre of Excellence Project, Murang'a County*.
- [25] Mainardes, E.W., Alves, H. and Raposo, M. (2011). "Stakeholder theory: issues to resolve", *Management Decision*, 49 (2) 226-252
- [26] Marta Worku (2018). *Relationship between Stakeholder Engagement and Project Performance in the Case of Ethiopian Road Authority*. Addis Ababa University, College of Business and Economics.
- [27] Nauman, S., & Piracha, M. S. S. (2016). *Project stakeholder management-a developing country perspective*. *Journal of Quality and Technology Management*, 13(II), 01-24.
- [28] Newcombe, R. (2003.) *From Client to Project Stakeholders: A Stakeholder Mapping Approach*. *Construction Management and Economics*. 21(8), 841-848.
- [29] El-Naway, I. Mahdi, M. Badwy, A. Al-Deen (2015.) *Developing Methodology for Stakeholder Management to Achieve Project Success*. *International Journal of Innovation Research in Science, Engineering, and Technology*. 4 (11), 1051 – 1066.
- [30] Olander, S. (2006). *External Stakeholder Analysis in Construction Project Management*. Ph.D. Thesis. Lund University. UK.
- [31] Olander, S. (2007). *Stakeholder Impact Analysis in Construction Project Management*. *Construction Management & Economics*. 25(3), 277-287.
- [32] Olander, S. and Landin, A. (2005). *Evaluation of Stakeholder Influence in the Implementation of Construction Projects*. *International Journal of Project Management*. 23(4), 321-328. .
- [33] *Project Management Institute (2017). A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. Project Management Institute, Inc. (Sixth Ed.).
- [34] Schober, P., Boer, C., & Schwarte, L. A. (2018). *Correlation Coefficients: Appropriate Use and Interpretation*. *Anesthesia & Analgesia*. 126(5), 1763-1768.
- [35] Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A skill Building Approach*. John Wiley & Sons.
- [36] Shenhar, A.J., Dvir, D., Levy, O. and Maltz, A.C. (2001). *Project Success: A multidimensional Strategic Concept*. *Long Range Planning Journal*. 34(6), 699 - 725.
- [37] Späth, L., & Scolobig, A. (2017, January). *Stakeholder empowerment through participatory planning practices: The case of electricity transmission lines in France and Norway*. *Energy Research & Social Science*, 23, 189–198. <https://doi.org/10.1016/j.erss.2016.10.002>
- [38] Tero, J. (2014). *Factors Influencing Performance of Constituency Development Funded Dispensary Projects in Kenya: A Case of Nandi County, University of Nairobi, published Thesis*.
- [39] Toor, S.R. and Ogunlana, S.O. (2008). *Critical COMs of Success in Large-scale Construction Projects: Evidence from Thailand Construction Industry*. *International Journal of Project Management*. 26(4), 420-430.
- [40] Takim, R. and Adnan, H. (2008). *Analysis of Effectiveness Measures of Construction Project Success in Malaysia*. *Asian Social Science*. 4,74-91.
- [41] Ward, S. & Chapman, C. (2008). *Stakeholders and Uncertainty Management in Projects*. *Construction Management and Economics*. 26(6), 563-577.
- [42] Zaidatol, A. L., & Bagheri, A. (2009). *Entrepreneurship as a center choice: An analysis of entrepreneurial self- efficiency and intention of university student*. *European Journal of Social Science*, 9(2), 338-349.