

**EFFECT OF STAKEHOLDER MANAGEMENT ON PROJECT SUCCESS-  
A SURVEY OF LOCAL GOVERNMENT PROJECTS IN ASHANTI REGION**

BY

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## **ABSTRACT**

This study examined the effect of stakeholder management strategies on project success. The study focused on water and sanitation projects executed by MMDAs in Ashanti Region. The study adopted descriptive survey design. Primary data was collected from a sample of 122 employee respondents. Purposive sampling procedure was used. Structured questionnaire was used to assemble the data for the study. The survey data was quantitatively analyzed using descriptive and inferential statistics (OLS regression model). The study found that stakeholder participation, top management support, the availability of project professionals and teams and adequate funding are the key factors that contribute to the success of project. Also, the study found that stakeholder identification and engagement strategies have significant positive influence on project success while stakeholder analysis has positive but insignificant influence. The study recommends that the management of MMDAs should always provide opportunities for stakeholder groups to get involve in the execution of projects. They can do this by assigning specific tasks and responsibilities to individual stakeholders or groups and demand accountability thereafter. Further, project implementing officials should devote adequate amount of time to identify all stakeholders and their sub-groupings, officially document stakeholder information and establish how stakeholders can affect or be affected by the project.

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## **DEDICATION**

I dedicate this thesis to my parents, Mrs. Nancy Johnson, Mr. Lawrence Johnson and Mrs. Christiana Johnson for their prayers and encouragement to me. Finally, I dedicate this work to my Pastor for his prayers in completing this thesis successfully.

# CHAPTER ONE

## INTRODUCTION

### **1.1 Background to the Study**

Projects of all kinds, in all economic sectors, are conventionally separated into series of activities and operational routines that are performed by different individuals or groups who can possess varied interests in their involvement and investments (Yogita, Bhalerao & Wagh, 2016). The design and execution of projects can be quite complicated and may demand collaboration and negotiations among different stakeholders including clients, designers, contractors, sub-contractors, local authorities as well as the project environments. The management of these multi-level stakeholders and maintaining a satisfactory balance between the various interests can critically define the achievement of success or otherwise of the projects (Yogita et al, 2016).

A project is described as successful when it meets its objectives; when it is completed within earmarked budgets and costs and when it meets the stipulated timelines or scheduled plan of completion (Siles, 2018). As Heiskanen (2013) puts it, a project becomes successful if it provides stakeholder satisfaction and meets business requirements and also delivers the business value that was expected from it. Earlier, Turner and Zolin (2012) emphasized that successful projects are not measured only by the complete execution of the scope of work on time, cost and quality considerations but also measured by the performance of the output and the impact of the project. The authors documented that the attainment of the planned aims and objectives of the project as evaluated by the stakeholders is central part of project success measurement criteria. It can be inferred that the definition and measurement of a successful project implicitly captures the involvement and management of stakeholders, suggesting that the adoption and application of stakeholder management strategies may be associated with the achievement of successful projects. This was the conceptualization behind this study. This

study focused on examining how the application of stakeholder management strategies affect project success in the local government sector. The study narrowly focused on water and sanitation projects executed by selected Metropolitan, Municipal and District Assemblies (MMDAs) in Ashanti Region.

According to scholars such as Crisan and Borza (2014) and Salanta and Popa (2014), a mixture of drivers define the success or failure of a project, stating that a variety of factors drive project success subject to the nature or type of project. Christan and Borza (2014) further added that as a result of the desire to implement successful projects in a dynamic and innovative-driven business environment, empirical attempts to find critical success factors appears unending. In an effort to identify project critical success factors, Davis (2014) found a number of factors including cooperation and communication and stakeholder satisfaction management. In the views of Savolainen, Ahonen and Richards (2012), the implementation of these factors during the life of any project makes success more likely.

This study was grounded on stakeholder theory propounded by Freeman (1984). According to Phillips and Wicks (2003), this is a theory of organizational management and ethics which favors stakeholder maximization as opposed to shareholder capitalization as embedded in free market conditions. The theory asserts that the objectives of the organization should be geared towards the management and achievement of the various interests, needs, and viewpoints of relevant stakeholders. This theory is thus, based on the general benefits and interests of all stakeholders of the organization; and Oakley (2011) asserts that the stakeholder method has become an avenue through which the firm operating in its environment can be understood. Patton (2008) posit that the general goal of the stakeholder theory is to help managers comprehend stakeholders and strategically manage them since all persons or groups such as customers, suppliers, contractors, agents, the public, associated entities and employees who have legitimate interests in a project or an enterprise and who

participate in the affairs of project execution do so with the aim of benefiting in one way or the other.

The evidence provided by literature on the application of stakeholder management strategies in driving successful projects is enormous, however mixed research findings have been reported. This was the motivation and the basis for the conduct of this study. The probable reason for the mixed and inconclusive findings is that scholars appear to be in disagreement regarding what constitute stakeholder management strategies or processes, and so empirical studies have used different measures for stakeholder management strategies in a variety of project types.

This study focused on examining the influence of stakeholder identification, analysis and engagement strategies on the success of local government sector water and sanitation projects. The study equally examined the factors that account for project success, apart from the stakeholder management strategies. The factors selected for consideration are commitment of top management, monitoring and evaluation, competent project professionals and capable project teams as well as funding of projects in the local government sector in Ashanti Region.

## **1.2 Statement of the Problem**

This study was inspired by the mixed and inconclusive findings reported by previous studies (Madeeha & Haider, 2014; Rajablu, Govindan & Fadzilah, 2014) on the effect of stakeholder management on the success of projects in general. For example a study by Madeeha and Haider (2014) found a significant positive relationship existing between the management of customers and suppliers and project success in Pakistan. Rajablu, et al (2014) also reported that stakeholder management practices such as stakeholder interests and needs analysis, communication, legitimacy and proximity have significant positive impacts on project

success. The same study observed that stakeholder identification has negative influence on project success in Malaysia.

Another study conducted by Herry, Indarto, Putu and Peter (2016) in East Java reported that stakeholder characteristics like engagement, relationship building and empowerment correlated positively with project success. These conflicting findings provided justification for this study, with the purpose of replicating previous studies to ascertain the veracity of reported findings.

In particular, this study examined how stakeholder management strategies of identification, analysis and engagement affect the success of water and sanitation projects executed by selected MMDAs in Ashanti Region. The focus on these types of projects stemmed from the observation that literature seems not to have provided evidence of scholarly work on the drivers of the success of water and sanitation projects and the influence of stakeholder management strategies on the success of such projects in the local government sector. Thus, the seemingly lack of adequate studies on water and sanitation projects in the local government sector offered another motivation for this study.

### **1.3 Research Questions**

This study was meant to find answers to the under listed research questions.

1. What factors contribute to the success of projects among MMDAs in Ashanti Region?
2. What are the effect of stakeholder identification and analysis strategies on project success?
3. What influence does stakeholder engagement strategy has on project success?

#### **1.4 Aim of the Study**

This study aimed at examining how stakeholder management strategies influence project success, focusing on water and sanitation projects executed by selected Metropolitan, Municipal and District Assemblies (MMDAs) in Ashanti Region.

#### **1.5 Objectives of the Study**

This study was designed to achieve the following specific objectives.

1. To identify the factors that contribute to the success of projects that MMDAs in Ashanti Region execute.
2. To determine the effect of stakeholder identification and analysis strategies on project success.
3. To determine the influence of stakeholder engagement strategy on project success.

#### **1.6 Significance of the Study**

This study focused on examining how the application of stakeholder management strategies affect project success in the local government sector. The study further focused on water and sanitation projects executed by the selected MMDAs. This study is relevant in the sense that its findings and recommendations may provide beneficial policy directions and outcomes to a number of interested groups in the local government sector. First, it is envisaged that the findings from this study may provide opportunity for the project managers to evaluate the success of the projects they executed from empirical study perspective. The study may serve as post-project evaluation tool for the managers to reassess the factors that contributed to the successful execution of those projects.

Second, it is hoped that recommendations that may flow from findings of this study may guide all project stakeholders especially the project managers in formulating and

implementing stakeholder management strategies or policies relevant for executing similar projects.

Central to this study was the determination of the factors that contribute the success of projects under investigation. It is expected that findings of this study may highlight the positive role played by critical success factors such as stakeholder participation, monitoring and evaluation, communication and funding in achieving project delivery success.

The contribution of this study to the extant literature is worth mentioning. The analysis of the role of stakeholder involvement in the success of local government water and sanitation projects signifies a distinctive and an original endeavor to expand the body of the current literature on stakeholder management and project success in different sectors such as building construction, mining and manufacturing. Particularly, findings from this study may offer insights as to how stakeholder management strategies have been implemented in the execution of local government sector projects, an area that appears to have received limited empirical research attention.

### **1.7 Scope of the Study**

The objectives and research questions defined the conceptual boundaries of this study. This study examined the effect of stakeholder management strategies on project success. Stakeholder management strategies are many and varied, but this study focused on stakeholder identification, analysis and engagement. Another important concept that defined the scope of this study was the identification of the factors that account for project success. Geographically, this study was done in Ashanti Region of Ghana and the unit of analysis was the water and sanitation projects executed by the selected MMDAs. With regards to the methods of study, a descriptive survey design was adopted.

## **1.7 Methodology**

This study adopted descriptive survey design to address the research questions. Given the research objectives governing the conduct of this study, descriptive survey which is a form of quantitative study, is most suitable for this study. A sample of 122 respondents were selected from 10 MMDAs in Ashanti Region. Both simple random sampling and purposive sampling techniques are employed in this study. Data was collected through the application of structured questionnaire. Data analysis was conducted through descriptive statistics and inferential statistics using ordinary least squares regression model.

## **1.8 Limitations of the Study**

This section presents the limitations or weaknesses associated with data collection and data analysis methods used in this study. First, the utilization of survey for the gathering of essential information has its own shortcomings which can influence the outcomes and discoveries of the investigation. During the data collection for this study, some respondents were not willing to participate and this affected the speed with which the data was gathered. The services of two research assistants were sought to facilitate the collection of data exercise.

Also, it was anticipated that respondents' genuine beliefs, predispositions and convictions may impact their reactions to questions. They may likewise be enticed to respond to inquiries to paint ideal picture about a specific circumstance. This investigation utilized a-five point Likert scale kind of poll to gather information. This kind of poll can decrease respondents' inclinations and furthermore empower one to produce quantitative information which can be broke down utilizing factual strategies. Another quality confirmation procedure utilized in this examination was that the factual methods actualized in the investigation of information was hearty and created reasonable outcomes.

Another significant confinement of this examination had to do with inclusion. This investigation had a restricted degree which may influence the speculation of its discoveries. This study did not cover all the MMDAs in the region, but only a portion was randomly selected. Again, not all projects were considered but this study focused specifically on water and sanitation projects executed by the selected MMDAs were studied. This means that findings from this study may lack extensive generalizations and applications. It is advised that prospective authors exercise caution when applying the findings to other projects and other MMDAs in Ghana.

### **1.9 Organization of the Study**

This study was written and presented in five main chapters. Chapter One presented the introduction to the study and discussed the background and statement of the problem, the aim and objectives of the study. The scope and the limitations as well as the significance of the study were also presented in this chapter. Chapter Two provided the review of the literature that underpinned the study. Chapter Three presented the methodology of the study. Chapter Four presented the results and discussion of the findings from data analysis. Chapter Five presented the summary, conclusion and provided a list of recommendations for policy interventions.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The central purpose of this study was to investigate the effect of project stakeholders' management on project success. The literature review chapter aims at presenting a critical review of the concepts, theories and previous studies relating to the subject matter under investigation. This chapter is structured as follows. After this introductory section, the second section presents theoretical review. Section three presents conceptual review of the literature and final section presents a review of previous studies.

#### **2.2 Stakeholder Management Theory**

This section aims at presenting a review of the theory of stakeholder developed by Freeman (1984). This theory was framed by Freeman (1984). Commenting on the tenets of this theory, Phillips and Wicks (2003) posit that this is a theory of organizational management and ethics which favors stakeholder maximization as opposed to shareholder capitalization as dictated by free market conditions. The theory asserts that the objectives of the organization should be geared towards the management and achievement of the various interests, needs, and viewpoints of relevant stakeholders. This theory is thus, based on the general benefits and interests of all stakeholders of the organization; and Oakley (2011) asserts that the stakeholder method has become an avenue through which the firm operating in its environment can be understood. Patton (2008) posit that the general goal of the stakeholder theory is to help managers comprehend stakeholders and strategically manage them since all persons or groups such as customers, suppliers, contractors, agents, the public, associated entities and employees who have legitimate interests in a project or an enterprise and who participate in the affairs of project execution do so with the aim of benefiting in one way or the other. The current study specifically focused on the management of external stakeholders

and how such relationship facilitated the successful execution of selected projects. The relevance of the stakeholder theory to this study lies in its application in examining the impact that the management of external stakeholders imposed on the projects under investigation.

The managerial relevance of stakeholder participation has been to show that the management of stakeholders is related to the long-term existence of the organization (McManus, 2004) and by extension the success of projects. This theory emphasizes the significance of the relationship between the top management staff with the stakeholders. Specifically, managers should understand that the success of the projects can be influenced greatly by the participation of various stakeholders. These stakeholders will engage depending on the relationship they foster with the top project management team.

### **2.3 Conceptual literature review**

This section presents a review of concepts relevant to the study of the influence of stakeholder management on project success. In view of this concept such as stakeholders and its management processes, strategies of managing stakeholders as well as the indicators of project success are presented in the sub-sections below.

#### **2.3.1 The Concept of Stakeholder and its Classification**

A stakeholder according to Landau (2017) refers to either an individual or group of people or an organization that is impacted by a project's outcome. Landau states that stakeholders have interest in the success of the project and can be found within or outside the organization. The Project Management Institute (2013) also defines a project stakeholder as "an individual, group or organization, who may affect, be affected by or perceive itself to be affected by a decision, activity or outcome of a project." The Project Management Guide (2018) also defines a project stakeholder as "single individuals or organizations that are affected by the

outcome or execution of a project.” They are those who have any interest in the outcome of the project.

The researcher believes the definition of Landau (2017) is limited as it considers only individuals or groups having an interest in the project’s success, but stakeholders may also be interested in the failure of the project and such stakeholders should also be considered and properly managed as they pose a risk to the success of the project. Common project stakeholders according to Spacey (2015) may include the project sponsor, customer or client, PMO, Functional Managers, Project Team, Project Management Board, Local Communities and Regulators. The above-mentioned stakeholders can be divided into two categories which include internal and external stakeholders. Internal stakeholders according to Usmani (2012) can be found within the organization. They include the sponsor, project team, management, internal customer. Chandana (2017) also defines an internal stakeholder as those found within the company, who affect the daily routine of the project including the managers and employees.

External stakeholders are external to the organization (Usmani, 2012). They include the external customers, regulators, local communities, supplier, media, and subcontractors. Chandana (2017) states that external stakeholders represent those not directly linked to the project but can in various ways affect the activities of the project. Examples include the government, political groups, and local communities. According to Stakeholder Research Associates Canada (SRAC, 2005), stakeholders can be divided into two categories namely primary and secondary stakeholders. The SRAC (2005) defines primary stakeholders as those who have a direct stake in an organization or project and its success. Secondary stakeholders are considered to be those stakeholders who may be very influential in terms of reputation, but have a representational stake instead of a direct one.

Business experts and academics have attempted to classify or categorize stakeholders. This is done to identify and prioritize stakeholder groups and provide a guide to decisions on the stakeholders that need to be engaged and the right engagement strategies to use. Common categorizations for segmenting stakeholders include: Internal versus external stakeholders; primary versus secondary stakeholders and voluntary versus involuntary stakeholders.

Miller (2018) characterizes stakeholders into three main groups including primary stakeholders, secondary stakeholders and key stakeholders and states that primary stakeholders stand to be directly affected by the project, either positively or negatively. On the other hand, Miller (2018) states that secondary stakeholders are indirectly affected by actions or decisions of the project. Key stakeholders can either belong to the primary or secondary stakeholder groups. They usually have significant effect or influence on the project as well as the project having an influence or effect on them. Unlike Miller (2018), Carroll and Buchholtz (2012), classify stakeholders as either primary or secondary stakeholders. They state that primary stakeholders represent individuals or groups of people whose participation in the project is vital to the survival of the project organization and thus the organization will suffer when they do not participate in the project. Examples of primary stakeholders include employees, stockholders, vendors and partners.

Secondary stakeholders according to Carroll and Buchholtz (2012) are those stakeholders who may influence or may be influenced by the organization. Secondary stakeholders have no formal involvement or contracted responsibility in the organization and are more interested in the organization's impact on the community than having a direct stake in the success of the organization. Wheeler and Sillanpaa (1997) goes a step further in their categorization of stakeholders by splitting the primary and secondary stakeholders into social and non-social stakeholders-meaning there are primary social stakeholders, primary non-social stakeholders, secondary social stakeholders and secondary non-social stakeholders.

The categorization by Wheeler and Sillanpaa suggests that stakeholders may not only be humans or living. Gomez (2018) indicates that a secondary stakeholder should be viewed as very important because they can be primary stakeholders too under certain circumstances like being a stockholder or a financier of the company or organization undertaking a project. According to Gomez (2018) ignoring or refusing to recognize secondary stakeholders is a recipe for project failure. According to Ajaz (2016), a stakeholder refers to individuals, company or groups of people who may be actively involved in a project or may have their interest being positively or negatively impacted or affected by the result or activities of a project. Ajaz (ibid) shares that the project manager's job is not just to identify potential stakeholders of a project but to manage stakeholders' influences to ensure a positive outcome. Ajaz states that the level of influence and involvement of stakeholders are different and changes during the project life cycle.

Like Miller, Ajaz also classifies stakeholders as mainly being primary, and secondary stakeholders. However, there are key stakeholders who may either be primary or secondary stakeholders. Primary stakeholders are directly involved or affected by the outcome of the project whereas secondary stakeholders will indirectly affect the outcome of a project either positively or negatively. Key stakeholders as defined by Ajaz represent those involved or impacted by a project or an effort of a project or its outcome.

The literature above points to the need to identify the stakeholders, which is done by the project team and classifying them. The definition of key stakeholders from Ajaz (2016) and Miller (2018) makes it clear that it isn't enough to identify who the primary and secondary stakeholders are but it is equally important to identify the key stakeholders as they are involved and impacted by the project or have significant influence on the project. Due to their influence, there is the need to identify them early in the project and manage them closely by keeping them satisfied.

### **2.3.2 Stakeholder Management Defined**

Stakeholder management is an underestimated activity and yet important activity in most projects. It involves the participation of relevant stakeholders in the project which results in an opportunity to benefit from stakeholder engagements, their resource and influence (Junior, Porto, Pacifo & Junior, 2015). Researchers described project stakeholder management as a process in which project team facilitates the needs of stakeholders to identify, discuss, agree, and contribute to achieve their objectives (Pajunen, 2006; Rowlinson & Cheung, 2008). Similarly, Kerzner (2011) describes stakeholder relationship management through six continues processes, including “identifying stakeholders, analyzing, engaging, identifying information flow, enforcing stakeholder agreement, and stakeholder debriefing.” Additionally, from the base-organization viewpoint, Eskerod and Jepsen (2013) suggested three processes of stakeholder identification, assessment, and prioritization.

The Association of Project Management (APM, 2018) defines stakeholder management as the systematic process of stakeholder identification, analysis, the planning and implementation of actions that are designed to engage with stakeholders. Stakeholder management also refers to a set of techniques that minimizes the effect of negative influences and maximizes or harnesses the effect of positive stakeholder influences on projects (APM, 2018). The Project Management Institute (PMI, 2017) also defines project stakeholder management as the processes that is required to identify the stakeholders (individuals, groups or organizations) that could impact or be impacted by the project, understand and analyze the expectations of the stakeholders and to develop the right management strategies to engage the stakeholders effectively in project decisions and execution.

Thompson (2018) defines stakeholder management simply as the process of engaging stakeholders and maintaining good relationships with them. All the definitions by various researchers on stakeholder management point out that stakeholder management is a process,

suggesting that it requires a series of actions or steps for it to be completed. PMI (2017) provides the process of stakeholder management as follows: identify stakeholders, plan stakeholder engagement, manage stakeholder engagement and monitor stakeholder engagement.

### **2.3.3 Strategies of Stakeholder Management**

This section introduces strategies of managing stakeholders. This strategy discuss under this section include stakeholder identification, analysis and engagement.

#### ***2.3.3.1 Identification of Stakeholders***

Thompson (2018) and Billows (2018) indicate that the first step in the process of stakeholder management is to identify stakeholders. Identification of stakeholders, according to the PMI (2017) is the process where project stakeholders are regularly identified and analyzed, where relevant information including interdependencies, interests, influence, involvement and potential impact on the success of the project are documented. This enables the project team to identify the right focus for engagement of each stakeholder.

Although it is done predominantly at the initiation phase, it is performed periodically throughout the project life cycle when needed (PMI, 2017). Stakeholders are mostly identified from inputs including project charter, EEFs, OPAs and Procurement documents. The IFC (2007) points out that, stakeholder identification is the first step in the process of stakeholder engagement which requires determining the stakeholders of the project, their key groupings and sub-groupings. Certain stakeholders are however pre-determined through regulatory requirements. The identified stakeholders are then analyzed in a process called stakeholder analysis.

### ***2.3.3.2 Stakeholder Analysis***

Stakeholder analysis according to the IFC (2007) is a data analysis technique which requires an in-depth analysis of the interests of the stakeholders, the influence they may have on the project, how they are affected by the project and to what degree. PMI (2017) also defines stakeholder analysis as a data analysis technique that results in relevant stakeholder information such as their position in the organization, their roles in the project, the level of support, expectations and their interests in the project.

### ***2.3.3.3 Stakeholder Engagement***

According to APM (2018), stakeholder management differs from stakeholder engagement. Whereas stakeholder management deals with “the systematic identification, analysis, and implementation of actions to engage stakeholders”, stakeholder engagement refers to the practice of influencing a number of project outcomes through communication, consultation, compromise, negotiation and building relationships with stakeholders. Although APM (2018) and PMI (2017) have the same process of stakeholder engagement as one of the processes in stakeholder management, PMI (2017) creates a distinction based on which phase in the project life cycle that the stakeholder engagement is required. PMI divides the stakeholder engagement process into three which includes plan stakeholder engagement which occurs during the planning phase, manage stakeholder engagement which occurs during the execution phase and monitor stakeholder engagement which occurs during the monitoring and controlling phase of the project.

Although initial researchers concentrated on the first stage of stakeholder management which is stakeholder identification, recent researchers have developed different frameworks for effective stakeholder engagement which includes Holmes and Moir (2007); Rajablu et al. (2014) and Yang and Shen (2014). Holmes and Moir (2007) in their study investigated an effective stakeholder engagement process which can be established leading to achieving

sustainability in the construction industry, a number of contractors and UK-based project managers were interviewed to determine the components of the process.

Through the interviews, the UK based project managers indicated the need to first and foremost identify the key stakeholders as a key step to drawing a line between those stakeholders who would be involved and those who should not be involved in the project. This step can be likened to the PMI frameworks which highlight identifying stakeholders as the first step in the process.

The second step according to Holmes and Moir (2007) is to relate all the stakeholders with different sustainability-related targets in order to create commitment from the stakeholders towards the project. The stakeholders are then ranked based on the importance to the project based on the impact they may have on the project success. This step can also be likened to the stakeholder analysis step in the PMI (2017) framework. The expectations of the stakeholders are then managed including managing the relationships with stakeholders in order to effectively respond to changes in stakeholders' need. All the key stakeholders are then monitored to evaluate how well they have been engaged throughout the project. The final step according to Holmes and Moir (2007) will be to implement all the changes based on the measurements of stakeholders which include suggested changes.

## **2.4 Project Critical Success Factors**

A study of the empirical literature conducted by the researcher indicated that a number of practical strategies can be employed in managing project stakeholders. This sub-section presents a review of the approaches or strategies as well as factors that have been identified as responsible for the success of projects which previous scholars have documented in the literature.

Rajablu, Govindan and Fadzilah (2014) in their research, produced two frameworks to create insight for project managers who are managing stakeholders. Their research considered the impact of some key stakeholder attributes on project success. The two frameworks include the stakeholder influential attributes and the stakeholder management process. Stakeholder influential attributes are attributes that define stakeholders and their impact on the specific project. The attributes include proximity, interest, network and legitimacy. These need to be identified and analyzed to enable project success.

The stakeholder management process according to the research report includes identification and analysis of the stakeholders, communication, stakeholder engagement and risk control. This is the process in which the project team involves the stakeholders by understanding their needs and objectives for the project. According to Rajablu, Govindan and Fadzilah (2014), the two frameworks mentioned above influence project success which is defined as providing stakeholder satisfaction, benefits and project output (cost, time and quality). A study by Ochieng and Chileshe (2016) which focused on engagement strategies and challenges of adopting stakeholder management approaches in the construction industry in South Australia, found that stakeholder identification, well defined communication strategy and a strategy for understanding stakeholder expectations are among the top three strategies for managing stakeholders. Information sharing and delegation of responsibilities to stakeholders were found to be the least strategies employed.

In a related study Retfalvi (2014), reaffirmed the need to integrate two relevant concepts as a strategy for the management of stakeholders. These concepts are project risk management principles and management leadership. Accordingly, the author suggested the proper identification of stakeholders, critical event tree analysis, risk event tree analysis, the use of risk register, a schedule and cost risk analysis, consultation and project communication plans where the project manager is expected to review and re-emphasize project goals and

important events to project teams and stakeholders at project meetings. The importance of carrying out this activity is to enhance the credibility of the project manager in the face of customers, senior and executive management.

Through meetings, Jergeas et al. (2000) distinguished two parts of improving partner the executives. These include: correspondence with partners and the defining of task objectives, targets and needs. Five components were recognized to realize venture results inside partner the executives procedure (Olander and Landin, 2008). These elements are: partner needs examination, correspondence of advantages and negative effects of activities, assessment of elective arrangements, venture association and media relations.

The way to great partner the board as indicated by Bakens, Foliente and Jasuja (2005) and Young (2006) is successful correspondence. The key issue in venture the board as indicated by Aaltonen, Kujala, and Oijala, (2008) is the administration of the connections between the outside partners and the undertaking group. The variables above were alluded to as the basic achievement factors for partner commitment (the executives). Supporting the contentions made by different analysts, Rowlinson and Cheung (2008) likewise consider a well-characterized correspondence system and the help of relationship exercises as the key factor to the accomplishment of partner relationship the executives.

Other studies such as Yu, Xin and Guo (2017) identified and grouped project critical success into economic such as cost, interest rates, investment owners, tax reductions or subsidies and profit distributions among stakeholders; building information and environmental factors like conditions of existing facilities, socio-cultural factors such as information sharing, cultural traditions, project organization and management and cooperation among stakeholder; technology related factors like information technologies, collaborative design and automation; and policy and standards related factors like government programs and policies.

It was further observed that owners/clients have the leading influence on project success followed by property managers.

Fummey (2016) reported that client related factors, project manager related factors, business environment factors, contractor related factors, project design team related factors and procurement related factors were critical in explaining construction project success in Ashanti Region of Ghana.

## **2.5 Factors that Influence Project Success**

Success factors can be perceived as main variables that contribute to projects' success (Dvir, Lipovetsky, Shenhar & Tishler 1998), as levers that can be operated by project managers to increase chances of obtaining the desired outcomes (Westerveld, 2003). A combination of factors determines the success or failure of a project and influencing. Numerous creators underlined on the presence of various achievement variables relying upon undertaking type. The battle to distinguish the basic achievement elements is a progressing point, drawn closer by numerous analysts particularly because of the weight of actualizing fruitful undertakings in a powerful worldwide market and regularly changing business world (Crisan and Borza, 2014), where consistent development is an absolute necessity so as to accomplish upper hand (Salanta and Popa, 2014).

Davis (2014) ponders venture the board achievement in writing from 1970s to exhibit, arranging the development of progress factors into decades. As indicated by this investigation, methodologies of achievement components developed from concentrating on the activity level of a task in 1970s to grasping a partner centered drew nearer after 2000s (Davis, 2014). Because of the various investigations that moved toward the theme of undertaking achievement, a few arrangements of accomplishment elements exist. Pinto and Slevin's paper from 1987 speaks to a reference point by building up a rundown of ten achievement factors, perceived by different creators as exact (Turner, Müller, 2005): venture

mission, top administration backing, timetable and plans, customer interview, faculty, particular tasks, client affirmation, checking and analysis, correspondence, bother shooting (Pinto, Slevin, 1987). Davis (2014) grasped in her paper a ton of nine subjects in order to delineate accomplishment segments of exercises: investment and correspondence, timing, recognizing/agreeing goals, accomplice satisfaction, affirmation and usage of distinct things, cost/spending perspectives, abilities of the assignment overseer, fundamental focal points of the endeavor and top organization support. Therefore these factors at the right time make success more probable (Savolainen, Ahonen, and Richardson 2012). According to Turner and Zolin (2012), project success is measured not just by completion of the scope of work to time, cost and quality, but also by performance of the project's output, outcomes and impacts, and thereby the achievement of the desired business objectives as assessed by different stakeholders over different time scales.

Stakeholders whether they are legitimately or by implication associated with undertakings and have various perspectives about progress, assume critical jobs in each task. Stakeholders fulfillment, both inside and remotely (counting customers, clients, contractual workers, administrators and so on.) with the last item as a venture achievement rule is given extraordinary significance. Stakeholder participation is the most significant achievement paradigm in undertakings. Fulfilling the necessities of the customer, clients and different partners is one of the criteria for venture achievement, and inability to deal with their needs and desires may add to extend disappointment (Turner, 1999; Smith, Love and Wyatt, 2001).

Consumer loyalty can be seen either as an objective or as an estimation apparatus in the advancement of development quality. Stakeholders 'fulfillment portrays the degree of joy 'of individuals influenced by a task (Chan, Scott, and Lam 2002). As per Bititici (1994), a customer is fulfilled when the task is conveyed to quality, unwavering quality, on-time conveyances, high administration levels and least cost of possession. Atkinson (1999) refers

to that two potential criteria which could be utilized to gauge venture accomplishment from viability measurement are the resultant framework (the item) which meets clients' fulfillment and advantages numerous partners, for example, clients. End-clients won't be upbeat if the finished result doesn't meet their necessities as far as usefulness and nature of administration. In the interim, Liu and Walker (1998) consider customer fulfillment as a property of undertaking achievement, while Torbica and Stroh (2001) figure that if the end-clients are fulfilled, the item can be considered effectively finished over the long haul. Generally inside the development business, execution has been estimated regarding cost, time and quality (Xiao and Proverbs, 2003).

Time is one of the most significant task achievement criteria for any venture. Time has been tended to as a foundation by which to assess an undertaking's level of accomplishment. It has additionally been referred to as a factor which can support different components/criteria be met. Each undertaking is reliant on its expense or spending plan. Cost has been noted as a significant achievement standard where a scholarly spending arrangement and legitimate cost estimation have been referenced as conspicuous achievement factors in certain investigations.

Quality has been considered as both a task achievement measure and factor. A few scientists named it quality execution and considered it as a noteworthy venture achievement paradigm. Likewise, some different analysts tended to quality as a rule under the name of item's quality. Then again, a few analysts considered quality administration process as a venture achievement factor which encourages the accomplishment of other criteria and elements.

Almost all project activities are dependent on human resources. In other words, it is fast becoming accepted knowledge that it is people who deliver projects and who are directly involved in a project, facilitate achieving project goals and consequently Project Success'. A project team and its members are a key part of human resource list of a project. Different

researchers have introduced some project success factors which are all related to having a competent project team. Project management is deemed of high importance in project success. However, the most important factor for successful completion of a construction project is introduced as top management support.

Time, cost and quality are usually grouped together and it is known as the 'Project Control Mechanism'. This is because they allow a project manager or project team to monitor and control the project, leading it to success. In fact, 'Project control' which is introduced by some researchers as a project success factor, directly controls and monitors some key project success criteria such as the project's time, cost, quality, change and especially scope.

## **2.6 Empirical Literature Review**

In this section, an attempt is made to critically study the empirical literature and present a review of previous papers that have been submitted by earlier scholars on the subject matter under investigation. The relevance of conducting such a review is to enable the researcher position and situate the current study within the confines of knowledge and research gaps; identify and bring to the fore, the issues unattended to and which require attention.

Tengan and Aigbavboa (2017) published on level of stakeholder engagement and participation in monitoring and evaluation of construction projects in Ghana. The main purpose of the paper was to examine the participation in monitoring and evaluation through stakeholder management at the local government level project delivery. The study employed structured interview guide and questionnaire for collection of relevant data, as well as project implementation minutes and meeting attendance. The results from the study identified six key stakeholders in local government project delivery. Thus Client (MMDA), contractor, consultant, material suppliers, local authority service providers and beneficiary community engaged in local government project delivery. Further findings from the study revealed that there was a high level of stakeholder engagement in project delivery while participation of

stakeholders in monitoring and evaluation of public projects at the local government level was very poor. Additionally, the results of the study indicated that lack of knowledge, understanding, involvement and time devoted for monitoring and evaluation of projects by stakeholders as poor participation. Besides, the results of the study concluded that there was a procurement lapse which included bad payment schedules, non-conformity to project specification, delayed project delivery, lack of health and safety compliance, client's dissatisfaction, and corrupt practices in the construction industry.

Mugata and Yusuf (2018) published a paper that focused on effect of stakeholder analysis on performance of road construction projects in Kenya. The purpose of the study was to establish the effect of stakeholder analysis on performance of road construction projects. Correlational study design was adopted while quantitative survey was used to gather the relevant primary data through structured questionnaire. The inferential statistics was Analysis of Variance (ANOVA) and multiple ordinal regression equation analysis. The regression model was to examine total variation in the dependent variable, project performance, was explained by the independent variables such as technical expertise, risk management, stakeholder analysis and construction regulations.

Findings from the study revealed that stakeholder analysis had significant effect on performance of road construction projects on performance of road construction projects. The results of the further established that there was a positive and statistically significant influence of stakeholder analysis on construction regulation. Therefore technical expertise, risk management, stakeholder analysis and construction regulations have a positive influence on performance of road construction projects. However, the results of the study concluded that the variables for stakeholder analysis and road construction performances were highly correlated.

Yu, Xin and Guo (2017) published an article that focused on the influence of stakeholders on project success in Green Retrofit in China. The purpose of the study was to propose a two-mode network model for analyzing the association between stakeholders and critical success factors employing the two-mode network model and the influence of stakeholders on project success. Semi-structured interviews were conducted with 16 experts and the Delphi method was used to gather data on the relationship between critical success factors and stakeholders using a five-point Likert scale.

Findings from the study indicated that stakeholders in such projects include the owners/clients, users, property managers, designers, contractors and sub-contractors, suppliers, government and financial institutions. Critical success factors identified were grouped into economic such as cost, interest rates, investment owners, tax reductions or subsidies and profit distributions among stakeholders; building information and environmental factors like conditions of existing facilities, socio-cultural factors such as information sharing, cultural traditions, project organization and management and cooperation among stakeholder; technology related factors like information technologies, collaborative design and automation; and policy and standards related factors like government programs and policies. Finally, the results of the study concluded that project owners/clients have the leading influence on project success followed by property managers.

Ayatah (2012) investigated on stakeholder management challenges and their impact on project management in Ghana. The main objective of the study was to examine the challenges in stakeholder management and their impact on project management in advocacy and empowerment Non-Governmental Organisations (NGOs) in upper east region. The study used thirty-five (35) respondents comprising twenty (20) project and programme managers, ten (10) frontline project staff and five (5) key resource persons. The study used structured

questionnaire to obtain information from project and programme managers while semi-structured questionnaire for frontline staff and key resource persons.

The results of study identified traditional and public authorities, donors, clients, sister NGOs, the media and project communities as generally recognized main stakeholders to the sector, as well as labour unions, volunteers and insurance companies were identified as stakeholders. Again, findings from the study revealed that the interests and roles of the key Stakeholders were very critical to the operations of the NGOs. However stakeholder management was found to be characterized by casual and ad-hoc actions and predominantly not institutionalized. Finally, the results of the study revealed challenges like unhealthy competition, conflicting interests, poor commitment, limited interest, understanding and appreciation, anti-stakeholder leadership problems, entrenched positions, beliefs and practices were found to impact severely on the work of the NGOs.

Atamba (2016) conducted a study on stakeholder management and project success in Kenya. The main aim of the study was to determine the extent of stakeholder management adoption in the Integrated Financial Management Information System (IFMIS) project and the impact it has had on success of the project. The study adopted descriptive research design and a sample size of ninety-five (95) respondents. The study employed a likert scale ratings with a semi structured questionnaire while regression model was used for data analysis. The study used independent variable for stakeholder management operationalized into stakeholders' identification and analysis, stakeholder engagement, stakeholder empowerment and stakeholder monitoring and control. On the other hand the dependent variable of project success measured in terms of transparency and accountability, efficiency in transactions, equal completion platform and stakeholder satisfaction.

Findings from the study revealed that stakeholder management had been adopted in the IFMIS project through communication with stakeholders, provision of adequate personnel for

the project, incorporation of views of stakeholders and resolution of any complaints by stakeholders. In addition, the results of the study show that the project was successful in enhancing efficiency in government transactions and creation of equal platform for competition for government business opportunities. However, findings from the study established that the project had not been able to fully enhance transparency and accountability in the public sector. Besides, the results from the study identified challenges stakeholders faced which include frequent downtimes of the system, lack of dedicated support from the IFMIS personnel and inadequate integration with other key government systems.

Fummey (2016) Studied on exploring critical success factors for stakeholders management in construction projects in Ghana. The main purpose of the study was to identify the various project stakeholders, examine the roles of project stakeholders, and examine the impact of stakeholders on construction projects, and finally to determine critical success factors leading to construction project success. The study utilized a five (5) point likert scale for structured questionnaire, as well as guided interviews. The study used project stakeholders' variables such as client, project management team, consultant and designing team, contractor, sub-contractor, supplier, employees, local communities, funding bodies and government Authorities.

Findings from the study indicated that the critical success factors perceived as most influential in avoiding or preventing critical delay factors can lead to better performance within construction industries and they are likely to improve success in building construction projects. Further findings of the study showed that all selected Critical Success Factors (CSFs) are regarded as critical by most respondents for the success of stakeholder management in construction projects. Finally, the results of the study concluded that the

factor concerning effective program time management is considered most essential for managing stakeholders.

Ochieng and Chileshe (2016) studied the engagement strategies and challenges of adopting stakeholder management approaches in the construction industry in South Australia. The main purpose of the study was to assess the perception of project management professionals on engagement strategies and challenges of adopting stakeholder management approaches in dealing with external stakeholders. The study adopted web-based survey where questionnaires were sent to prospective respondents through mails; and 19 completed questionnaires were received. Interviews were also conducted as a complement to the quantitative data.

The quantitative data was analyzed using frequency analysis, ranking analysis and relative importance analysis; t-test of the means was conducted to determine the significance of variables. Findings from data analysis revealed stakeholder identification, well defined communication strategy and a strategy for understanding stakeholder expectations were the top three strategies for managing stakeholders. Information sharing and delegation of responsibilities to stakeholders were found to be the least strategies employed. Further, the study reported that conflicting agendas, limited resources and power conflicts were the main challenges that confronted the management of stakeholders while passive involvement of stakeholders, low attendance to meetings and subversive stakeholders were the least ranked challenges.

Biskupek (2016) researched on stakeholder power impact on project implementation in Poland. The purpose of the article was to examine the information on stakeholders and their role in project implementation based. The study employed 5-point likert scale with questionnaire as well as rating from (5) very big impact, (4) big impact, (3) limited impact, (2) small impact, (1) no impact. The results from the study show that stakeholders as a whole

group are significant for the implementation of the whole project. Similarly, the results of the study revealed that project stakeholders have possible impact on project success or failure. Finally, findings from the study concluded that stakeholders affect every area in large extent or very big extent.

Njeri and Were (2017) did a publication on determinants of project performance in Non-Governmental Organizations (NGOs) in Kenya. The main objective of the paper was to establish the determinants of project performance in NGOs, as well as to establish the influence of top management support, project culture, project scheduling and project team commitment on project performance in NGOs. The study employed a descriptive research design with a target population of three hundred and four (304) respondents comprising of senior managers, branch managers, field officers and accountants respectively. The study further used a sample size of one hundred and five (105) respondents. This study made use of semi-structured questionnaires. The internal consistency techniques were measured by the use of Cronbach's Alpha while correlation analysis and multiple regression analysis were used to establish the relationship between the dependent and the independent variables. The study used project performance as dependent variable comprising outcome, quality, quantity, efficiency, Effectiveness, accountability while top management support and project team commitment as independent variables comprising collaboration, coaching, communication, employee relations, commitment, loyalty, involvement dedication, turnover and as well as attendance.

The results of the study found that top management support has a significant influence on project performance in non-governmental organizations. The results from the study further established that project culture has a significant influence on project performance in non-governmental organizations. Moreover, the results of the study revealed that project scheduling has a significant influence on project performance in non-governmental

organizations. Besides, the results of the study found that project team commitment has a significant influence on the influence on project performance in non-governmental organizations. The study concluded that the top management should understand the importance of delegating responsibility to the project manager and teams while organizational policies should be geared towards supporting project performance and project team support, the organization should consider using compressed and alternative project schedules to motivate project teams to enhance project performance and there should be better composition of project teams, competency and level of responsibility to guarantee success of projects.

Damoah (2015) investigated on the causes and effects of project failure in government projects in Ghana. The purpose of the study was to determine the extent of project failure, causes of project failure and the effects of project failure on key stakeholders of Ghanaian government projects. The study employed semi-structure questionnaires and interviews. The questionnaire data were analysed using statistical techniques which included descriptive statistics, means, Spearman Rank Correlation Coefficients, and Kruskal-Wallis H test of difference in ranks. The study utilized a five-point Likert scale (1-5), where 1=strongly disagree and 5=strongly agree. Variables used were government's project performance and stakeholders' projects failure variables.

The findings from the study demonstrated that all the three classes of the investigation's members (contractual workers, PMP and overall population) concurred that Ghanaian government activities bomb on each of the six criteria; notwithstanding, the degree of disappointment contrasts from rule to measure. Subsequently, the outcomes concurred that the most exceedingly awful performing basis is meeting the anticipated time, trailed by cost, expectations, partners' fulfillment, commitment to national improvement and commitment to the division where the venture is actualized individually. Moreover, the outcomes

demonstrated 32 reasons for Ghanaian government ventures disappointment included: checking, debasement, political impedance, change in government, administration, vacillation of costs, absence of progression, arranging, delays in installment, arrival of assets, change in undertaking initiative, the executives rehearses, obtainment forms, venture subsidizing, pledge to extend, choice of undertaking chiefs, venture group arrangement, venture the executives procedures, practicality examines, correspondence, supervision, scope change, limit, task definition, meaning of determination, necessity, guidelines, culture and conviction frameworks, client association, work, weight gatherings (media, NGOs, political exercises and so on.), and catastrophic event. Moreover, discoveries uncovered that the greater part of these reasons for Ghanaian government ventures disappointment were connected to authority; in any case, this was not professionals but rather political administration.

Moreover, the outcomes recognized the impacts of undertaking disappointment included it hinders monetary development, loss of income by state, joblessness, terrible picture for government, breakdown of neighborhood organizations, cost acceleration, government part underdevelopment, loss of outside guide/awards, demoralizes venture, stricter benefactor guidelines, loss of political decision, budgetary foundations lose trust in the state, loss of income by the natives, absence of limit, unacceptable framework, it hinder residents' human strengthening, loss of specialist hours, contamination, furnished burglary and robbery, movement of administrations, refusal of residents' essential rights, loss of properties, enthusiastic weight on residents, mishaps and passings, detainment, and surrender of homes. The discoveries of the investigation uncovered that a portion of these impacts are immediate while others are aberrant and that the impacts are interrelated and successive – one impact could prompt another impact and in a specific order.

## **2.7 Chapter Summary**

The review of the literature performed in this chapter has provided insightful learning results. Evidence suggests that limited studies have been conducted on the subject matter of stakeholder management strategies and project success in Ghana. The situation is even worse in the local government sector; MMDAs undertake a variety of projects which involve a number of stakeholders, but the review of the empirical literature did not show evidence of research work on the subject matter. This study is relevant as it fills the gap identified in the literature. Based on the review of both conceptual and empirical literature, this study focused on identifying the factors that contribute to the successful completion of projects undertaken by MMDAs in the Ashanti region and at the same time examined how stakeholder management strategies of identification, analysis and engagement affect project success in the local government sector.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This empirical study aimed at examining how stakeholder management strategies influence project success. The study focused on projects executed by selected MMDAs in Ashanti Region. To achieve the purpose of the study, certain materials and resources must be made available. This chapter presents the methods, materials and procedures that were deployed in conducting the study. The chapter presents a description of the research design, the target population, sample and sampling procedures. It also provides information about the sources of data, data collection tools and analytical techniques employed.

#### **3.2 Research Design**

This study basically adopted descriptive survey design to achieve the objectives that directed the progress of scientific activities that heralded the development of the study. This design stood more favorable than other methods of design since the study sought to describe the stakeholder management strategies that have influence on project success as well as examining the factors that contribute to the success of projects in the local government sector. With these objectives in mind, it was only appropriate that descriptive design was adopted. Again, the nature of the topic under investigation favored the use of survey (using questionnaire instrument) as data collection procedure as compared to other procedures like observation or interview. Data for this study was collected with the application of structured questionnaire which facilitated the conduct of quantitative analysis; data obtained from research respondents were presented using descriptive statistics and frequency distribution tables.

### **3.3 The Study Population**

The population for the study comprised all the local government institutions in Ashanti Region. These institutions consist of a mixture of Metropolitan, Municipal and District Assemblies (MMDAs), totaling 43 in the region. This number of MMDAs was used as the population of the study.

### **3.4 Sampling Procedure**

Out of the population of 43 MMDAs, a sample of 10 MMDAs was randomly selected. Accessibility and proximity of the institutions to the researcher determined the random choice of the 10 MMDAs. Given the time constraint involved in carrying out the study, the researcher decided to focus on proximity as the main criteria in deciding the inclusion of the MMDAs in the sample.

The next stage of the sampling process involved the selection of the respondents for the study. With the nature of the research questions being investigated, employees in the selected MMDAs whose roles concern project execution were considered relevant for the study. Thus, the study employed purposive sampling procedure in selecting the respondents. Employees in the planning, procurement, works and housing, environmental health and social welfare and community development departments were selected. A visit to some of the offices of the selected MMDAs shows that an average of 14 permanent employees work in the planning, procurement, works and housing, environmental health and social welfare and community development departments. Taking a sample of 10 MMDAs means that the study's sample size was 140 respondents. Purposive sampling was used because the study wanted to use respondents who had practical knowledge and understanding of the subject matter under consideration.

### **3.5 Data and Sources of Data**

Essential information was utilized for this examination. The idea of the point being researched utilized essential information more proper than optional information sources. The information required to direct the quantitative examination was not accessible to general society in any structure, nor was it open from the sites or authority reports of the neighborhood government establishments contemplated. The examination addresses that were presented additionally directed the utilization of essential information for the investigation. The selection of the data gathering instrument was determined by the nature of the subject understudy. Further motivation was taken from the literature. Data was obtained from permanent employees of the selected MMDAs whose duties related to project planning, design, policy formulation, procurement and implementation. These workers were regarded as being well positioned and informed about local government projects' implementation practices, procedures and processes so were seen as having the capacity to offer the required answers to the questions relating to stakeholder management strategies and processes.

### **3.6 Data Collection Procedures**

The survey approach to information gathering was utilized. For the most part, study techniques for information accumulation include the social event of data by the utilization of inquiries and respondents give answers. This strategy was esteemed reasonable for this investigation given the idea of the exploration questions being examined; and this technique for information accumulation shows up most broadly utilized in investigations of partner the executives and venture achievement. Writing on this region of research gave proof of the ubiquity of this methodology. Utilizing a study additionally empowered the examination spread a more extensive number of factors as would be prudent and simultaneously managed a bigger number of respondents the chance to take an interest in the investigation. The time accessible to do this examination was exceptionally short thus utilizing an overview was

legitimate given that with this strategy, information can be gathered all the more rapidly inside the most brief space of time and at least cost. At long last, the review system of information accumulation was viewed as progressively suitable as data being looked for was not straightforwardly accessible to the overall population yet just workers of the selected MMDAs whose duties relate to project design, planning and implementation in the local government setup were found appropriate.

### **3.6.1 Data Collection Instrument**

Since the respondents sampled for the study were found in different locations within the region, structured questionnaire was used to collect data for analysis. The study used questionnaire administration for the collection of data as the researcher personally distributed the questionnaire to the target respondents in their offices. Due to time constraint, a research assistant was also engaged to assist with the data collection activity.

There were five sections in the structure of the questionnaire. Section A covered questions on demographic variables of study participants. Section B contained questions on objective one. Section C captured questions on objective two. Section D contained questions on objective three. The design, the structure and the nature of questions, statements or constructs in the questionnaire were determined by the research objectives of the study, taking into consideration the evidence provided by the empirical literature.

A mixture of question types were included in the questionnaire; questions on demographic variables were open-ended while close-ended questions were used in the other sections. Specifically, a five-point Likert scale design of questions was employed in sections B to D of the questionnaire where responses to statements that reflect the degree of agreement of respondents ranged from 1 to 5 for least agreement, somehow agree, moderately agree, agree and strong understanding.

The decision of the five-point Likert scale questions was made steady with Krieg (1999), referred to in Rajablu, Govindan and Fadzilah (2014), who expressed that the five-point Likert scale survey offers least mean, difference and covariance inclination just as giving productive relationship coefficient gauges. This proposes the utilization of the five point Likert scale poll for information gathering in this examination was proper since it supported the quantitative investigation of information as unmistakable insights and inferential measurements.

### 3.7 Model Specifications and Estimation Procedure

The second and third specific objectives focused on examining the effect of stakeholder management strategies on project success. A number of stakeholder management strategies were selected from the empirical literature and presented in an empirical model below.

$$PJTSS_t = \beta_0 + \beta_1 IDEN_t + \beta_2 ANAL_t + \beta_3 ENGA_t + \varepsilon_t \dots \dots \dots (1)$$

From model 1, PJTSS denotes project success, IDEN refers to identification of stakeholders; ANAL is analysis of the identified stakeholders, ENGA stands for engagement of the stakeholders; and  $\varepsilon_t$  is the error term that represents all the other stakeholder management strategies that can be applied to influence the success projects but were not included in the model. The model was estimated by the method of ordinary least squares (OLS).

### 3.8 Data Processing and Analysis

Data analysis in this study followed a number of specific steps and activities. The first was that field data collected from research participants was processed by making sure that the responses given by the respondents were correct and complete. This was done through sorting and editing. Another purpose of editing was to examine the data to ensure there were no inconsistencies in responses provided by respondents. This stage was followed by the next stage which involved the designing of coding frame, or a coding scheme. The scheme was then used to translate the responses in the questionnaire into numerical figures. The next

stage in the process was to enter the numerical figures in the data processing software. Quantitative data in the form of descriptive statistics (measures of central tendencies and measures of dispersion) and inferential statistics (regression and correlation estimates) were then generated from the software after commands were issued. The SPSS software (version 20) was used to generate the frequencies and percentages for the demographic data while E-Views statistical software (version 9) was used to generate the descriptive and inferential statistics.

The actual data analysis activity then ensued. Data for objective one of this study was quantitatively analyzed using the descriptive statistics (mean, median, maximum, minimum and standard deviation) while objective two and three were analyzed using inferential statistics, in the form OLS regression analysis. Thus, the coefficient estimates from the OLS regression model were interpreted using the probability values, standard errors, the t-statistics and the statistical significance of the relationships was determined using the signs generated from the data estimation procedure. These statistics were interpreted to draw meaning into the quantitative figures.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

The development of this study was driven by the general purpose of examining how stakeholder management strategies influence project success. The study focused on water and sanitation projects executed by MMDAs in Ashanti Region. The purpose of this chapter is to present the results and findings obtained from the estimation of field data. A sample of 140 prospective respondents was selected but the results presented in this chapter is based on 122 usable sets of questionnaires retrieved from respondents. The response rate was 87.1 percent. The rest of this chapter is arranged in the order following the data collection and handling activities. Section 4.2 gives information about the biographic characteristics of the study's respondents. Section 4.3 presents results of data on objective one of the study. In section 4.4, the results of field data on objectives two and three are submitted. The last section 4.5 delivers a summary of the presentation made in this chapter.

#### **4.2 Demographic information of respondents**

To attain the objectives set forth in this study, data was required. The study then collected the relevant data from employees who participated in the study. It is therefore important that the demographic features of the research respondents are made known. This section makes bare the results of the demographic data of the respondents sampled for the study. Demographic data examined for the purpose of this study are respondents' age, gender, education and years of work with assembly. Table 4.1 reports the results retrieved from the survey exercise. Revelation from the survey shows that in terms of age, majority of the respondents (47.5 percent) were within the age bracket of 31 and 40 while those in the 41 and 50 age group constituted 29.5 percent. Those above 50 years of age came with a percentage of 13.1 and lastly, those between the age of 20 and 30 were 12 in number or constituted 9.8 percent of the

total sample size. The age groupings as shown in this section means that the workforce of the local government agencies in the Ashanti region is within the economically active part of the population and shows a high level of maturity which can be required for critical thinking and analytical skills.

Table 4.1: Demographic data of respondents

<b>Variables</b>	<b>Component</b>	<b>Frequency (N = 122)</b>	<b>Percent (100)</b>
Age (Years)	20-30	12	9.8
	31-40	58	47.5
	41-50	36	29.5
	51 and above	16	13.1
Gender	Male	78	63.9
	Female	44	36.1
Education Level	HND	42	34.4
	Bachelor's Degree	62	50.8
	Master's Degree or higher	18	14.8
Years of work with Assembly	1-5	24	19.7
	6-10	58	47.5
	11-15	32	26.2
	16 and above	8	6.6
Department of Work	Works and Housing	12	9.8
	Procurement	24	19.7
	Environmental Health	12	9.8
	Social Welfare and Community	16	13.1
	Development	48	39.3
	Planning	10	8.2
	Revenue/Budget		

Source: Author's survey data (2019)

For the gender dynamic, the results show that majority of the respondents (78) or 63.9 percent of the number of the study participants were male while the remaining 36.1 percent were females. The indication is that more males work in the local government sector in Ashanti region as compared with the females.

Under the education component, it is shown that majority of the respondents (62) who constituted 50.8 percent had bachelor's degree certifications while 34.4 percent were having the Higher National Diploma (HND) certificate. Eighteen (18) respondents representing 14.8

percent of the total sample had master's degree background. It may be observed that all the respondents contacted had tertiary education fields, indicating that their level of independent reasoning and judgment may not be questioned. In the end, engaging highly educated respondents for data collection can contribute to making the process less cumbersome and ensure credibility of results.

For the years of work with their respective assemblies, the survey data highlights that 47.5 percent of the respondents revealed that they had been working with the MMDA from 6 to 10 years while 26.2 percent had been working from 11 to 15 years. Only 6.6 percent had more than 16 years working experience. Putting all together, it can be mentioned that years of work experiences of the respondents may position them to have fair knowledge and understanding project execution and the management of stakeholders and can therefore have better understanding of the practical strategies that are implemented. The benefit of such work experiences of the respondents to the study is that it can contribute to having results that reflect reality.

The data relating to the department of work of the respondents shows that the survey captured the key class of workers who are concerned with project implementation in the local government set-up. It can be seen that 39.3 percent of the sampled workers were in the planning department followed by workers in the procurement department (19.7%) and social work and community development (13.1%).

#### **4.3 Factors that contribute to the success of MMDAs' projects**

This study partly delved into the identification of factors that contribute to project success. This is the first objective of the study and to accomplish it, a number of factors relating to project success was selected from the literature and presented to respondents using the five

point Likert scale. Opinions expressed by the respondents were transformed quantitatively using descriptive statistics. The results are illustrated in Table 4.2.

Table 4.2: Factors that contribute to project success

Variables	Mean	Std. Dev.	Std Error	Rank
Stakeholder participation	3.89	0.682	.121	1 <sup>st</sup>
Top management support	3.78	0.944	.140	2 <sup>nd</sup>
Project teams	3.63	0.903	.152	3 <sup>rd</sup>
Funding	3.52	0.961	.139	4 <sup>th</sup>
Monitoring and evaluation	3.45	1.202	.109	5 <sup>th</sup>
Effective communication	3.23	0.701	.112	6 <sup>th</sup>
Defined roles and responsibilities	3.01	0.896	.140	7 <sup>th</sup>
Risk Management	2.92	0.760	.120	8 <sup>th</sup>
Defined Goals	2.78	0.770	.154	9 <sup>th</sup>
High-quality processes	2.55	0.888	.130	10 <sup>th</sup>
Logistics requirements	2.32	0.812	.132	11 <sup>th</sup>
Realistic expectations	2.29	0.638	.109	12 <sup>th</sup>
Smaller project milestones	2.29	0.654	.112	13 <sup>th</sup>
Trouble-shooting	2.15	0.814	.109	14 <sup>th</sup>
Ownership	2.11	0.777	.112	15 <sup>th</sup>

Source: Author's survey data (2019).

The results show that majority of the respondents agreed with four out of five factors that were presented to them in connection with project success. These are stakeholder participation, top management support, project teams and professionals and funding. Based on this result the study concludes that the involvement of stakeholders, the commitment of senior managers, the availability of competent project managers and the associated team members as well as the availability of adequate funding are fundamental factors that can spell how successful local government projects can be delivered.

Specifically, the results indicate the mean values which approximately equate to the fourth position or the 'agree' position on the 5 point Likert scale. For example the mean of stakeholder participation stood at 3.89 which can be rounded to the nearest whole number of 4. The mean values of top management support (3.78), project teams and professionals (3.63) and that of funding (3.52) can all be taken to be equivalent to 4 when approximated.

The standard deviations associated with the above factors look quite low relative to their mean values. For example, the standard deviation of stakeholder participation stood at 0.682, while that of top management support was 0.944. The deviation for project teams and professionals and that of funding were 0.903 and 0.961 respectively. The only statement whose deviation was more than one is monitoring and evaluation (1.202). The inference from the above exposition is that opinions expressed by the respondents were quite stable and can be predicted over time. This means therefore that should the same questionnaire be administered to the same group of respondents, the standard deviations are telling us that the results are likely to be the same. There is some level of reliability in the opinions of the respondents.

In essence, the inference is that majority of the respondents acknowledged that the success of projects can be affected by these variables. The mean value of monitoring and evaluation (3.45) corresponds with the “moderately agree” position on the Likert scale, suggesting that in the opinions of the respondents, monitoring and evaluation does not strongly determine the success of projects. This sounds quite weird in the sense that monitoring and evaluation seems to be integral part of the internal mechanisms used by MMDAs to appraise the provision of public services to the local citizens. The above findings appear to corroborate with Njeri and Were (2017) whose study on the factors that determine project performance among NGOs in Kenya found that project teams’ level of commitment significantly affect project performance. The authors established that the understanding and appreciation of top management in adopting delegation of responsibilities can go a long way in achieving success.

#### **4.4 Stakeholder management strategies and project success**

The main drive of this study concerned the investigation of the effect of stakeholder management strategies on the success of MMDAs’ projects. Using the literature as the basis,

the study selected a number of strategies and presented to respondents in a five-point Likert scale questionnaire format. Quantitative responses obtained were estimated in OLS regression and the results are submitted in Table 4.3.

Table 4.3: OLS model two output. Dependent variable is project success

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.078254	0.354787	8.676349	0.0000
Stakeholder identification	0.494738	0.081858	6.043822	0.0000***
Analysis of stakeholders	0.050716	0.082031	0.618248	0.5376
Stakeholder engagement	0.506770	0.128167	3.953971	0.0001***

Source: Author's survey data (2019). Notes: \*\*\* and \* represent significance at 1% and 10% respectively

#### 4.4.1 Effect of Stakeholder identification and analysis on project success

The second thematic objective of this study talked about the determination of the effect of stakeholder identification and analysis on project success. The results derived from the OLS model estimation depicted in Table 4.3 inform us that only stakeholder identification significantly account for the success of MMDAs' projects in the Ashanti region. Both strategies have positive influence on project success but it is only stakeholder identification that contributes significantly to explaining the success of projects. The coefficient of the stakeholder identification variable stood at 0.494738 with a probability of 0.0000, significant at 1 percent. This result imply that if project officials in the MMDAs are able to properly identify the key stakeholders, then project success can be guaranteed. The identification may involve the extraction and documentation of all pertinent stakeholder information such their interests, level of influence and their participation. This is what Thompson and Billows (2018) refer to as the first stage in the activities herald in the management of stakeholders. The implication of this result is that being able to regularly identify all stakeholders and their groups and sub-groups can offer beneficial outcomes to the execution of the project.

Stakeholder classifications including primary and secondary stakeholders as suggested by some authors (Miller, 2018; Carroll et al, 2012; Gomez, 2018), internal and external (Usmani, 2012; Chandana, 2017) and key stakeholders (Ajaz, 2016) and their recognition seems relevant in achieving overall project success. This is consistent with Gomez (2018) who positioned that disregarding secondary stakeholders in the course of delivering any economic and social project is tantamount to catastrophe.

The results further point out that stakeholder analysis positively influence project success. Surprisingly however, the role of the conduct of analysis of stakeholders in the execution of MMDAs projects is statistically less significant. The coefficient of stakeholder analysis stood at 0.050716 and the associated probability was 0.5376. Interpreting this result, the study posits that the analysis of stakeholder groupings in terms of their information, position in the institutions, responsibilities in the course of running the project among other activities are important ingredients in determining the success of MMDAs' projects.

Improvement in any of these activities can prescribe successful execution and completion of projects in the local government sector. Also, it may be infer that analyzing stakeholders to find out the extent to which they can offer support, determining their expectations and ascertaining their interests can be helpful in delivery satisfactory local government projects. The results however failed to offer statistical backing for the contribution of stakeholder analysis as a strategy in the determination of project success. This can be attributed to either weak stakeholder analysis strategies in the local government sector or statistical discrepancies.

Overall, it can be deduced, just as Thompson and Billows (2018) affirmed, that achieving success in delivering any project should intuitively be contingent on proper the proper identification processes and procedures laid out right from the start of the project. This may

be the reason why the stakeholder identification variable assumed leading role, second to stakeholder engagement, in influencing project success. The result appear to resonate with Ochieng and Chileshe (2016) that stakeholder identification strategies and structured or formalized system of communication are among the classical strategies used to manage project stakeholders. The findings further look similar to what Mugata and Yusuf (2018) reported. They documented that stakeholder analysis positively relate to project performance in the road construction sub-sector in Kenya. Their result was statistically significant as opposed to the insignificant coefficient recorded in this study.

#### **4.4.2 Stakeholder engagement and project success**

Objective number three of this study was meant to assess the influence of stakeholder engagement strategy on project success. OLS regression results derived from the estimation field data provide evidence of the leading role played by stakeholder engagement in the performance of local government sector projects. The results shown on Table 4.3 put the coefficient of stakeholder engagement at 0.506770 with a probability value of 0.0001, significant at 1 percent. The coefficient is the highest among the other variables in the model; and this signifies that stakeholder engagement strategy is more influential in driving project deliverables and success in the selected MMDAs. This result reports that engaging stakeholder through consultations, compromises and negotiations make meaningful impacts on the success of projects. It further notifies the critical role communication with stakeholders can play in achieving successful project outcomes. Thus, communication with stakeholders about the benefits, project intentions and priorities, as well as building enduring relationships with stakeholders are success-driven strategies according to the results of this study.

In the literature of the APM (2018), stakeholder engagement entails the activities and practices carried out with the intention of inducing project outcomes. Central to these activities is effective communication. The phases of the engagement processes are the

planning, managing the engagement and monitoring the engagement. The outcome of this study seems to affirm that effectively executing these phases of the engagement process directly or indirectly promote success and performance. The result conforms to a number of studies including Ochieng and Chileshe (2016), Rajablue et al (2014) and Jergeas et al (2000). Each of these authors emphasized that effective communication as an engagement tool contributes to enhancing project outcomes. In outlining the factors that can bring positive project outcomes, Olander and Landin (2008) highlighted the concept of communication as an integral part of the engagement processes, in the same way as Rowlinson and Cheung (2008) pointed out that a more flexible but formalized communication and information sharing should define activity of building relationship with stakeholders. In the study of Tengan and Aigbavboa (2017), it was reported that stakeholder engagement in the delivery of construction projects in Ghana was massive.

#### **4.5 Chapter summary**

This study fundamentally examined how stakeholder management strategies influence project success in the local government sector. As part of the investigations, the study set out to identify the factors that affect project success. The analysis of field data in this chapter has provided evidence of the role of the adoption and implementation of stakeholder management strategies in promoting project success.

Findings derived from the analysis of survey data show that stakeholder participation, top management support, the availability of project professionals and teams and adequate funding are the key factors that contribute to the success of project execution in the local government sector. Also, the study found that stakeholder identification and engagement strategies have significant positive influence on project success while stakeholder analysis has positive but insignificant



## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1 Introduction

Focusing on water and sanitation projects executed by MMDAs in Ashanti Region, this study was interested in examining how stakeholder management strategies influence project success. Field data was assembled and analyzed in chapter four. The purpose of this chapter is to present a summary of the results and findings and provide concluding comments on the study as well as outline recommendations for the consideration of stakeholders in the local government sector in Ghana.

#### 5.2 Summary of Findings

In this sub-section, the summary of the study is provided. The overall goal of this work was to examine the effect of stakeholder management strategies on the success of projects undertaken by MMDAs in Ashanti region and that three sub-thematic themes directed the performance of the activities and the mobilization of the study materials and resources. A sample of 122 respondents was contacted through the application of purposive sampling procedure. The study adopted descriptive survey design to achieve its objectives. Statistics of the demographic data showed that 47.5 percent of respondents fell within the age grouping of 31 and 40. For the gender category, 63.9 percent of respondents were male. Also, all the respondents (100 percent) had tertiary education certifications. Under the department of work, the results show that 39.3 percent of the respondents were employees in the planning department of the MMDAs studied. Three thematic objectives defined the scope of this study. The study set out to identify the factors that contribute to project success. The study equally aimed at determining the effect of stakeholder identification and analysis strategies on project success as well determining the influence of stakeholder engagement strategy on project success.

For objective one, findings derived from the analysis of survey data show that stakeholder participation, top management support, the availability of project professionals and teams and adequate funding are the key factors that contribute to the success of project execution in the local government sector.

Data estimation results for objectives two revealed that stakeholder identification positively affect project success at statistically significant level. The influence of stakeholder analysis was found to be positive but statistically insignificant. The results provided a coefficient of 0.494738 with a p-value of 0.0000 for stakeholder identification. The coefficient of stakeholder analysis stood at 0.050716 and the associated probability was 0.5376.

For the third objective, findings from the analysis of regression output showed that stakeholder engagement strategy has a significant positive influence on project success. A coefficient of 0.506770 and a p-value of 0.0001 were generated. The overall regression results led to the conclusion that stakeholder engagement strategy is the most influential when it comes to the success of the MMDAs' projects studied.

### **5.3 Conclusion**

The conduct of this empirical work was mainly meant to examine the effect of stakeholder management strategies on the success of projects undertaken by MMDAs in Ashanti region. Doing this study was motivated by the limited studies on how stakeholder management strategies determine the success of water and sanitation projects executed by MMDAs in Ashanti Region. The focus on these types of projects stemmed from the observation that literature seems not to have provided evidence of scholarly work on the drivers of the success of water and sanitation projects in Ghana. Thus, the study examined how stakeholder identification, analysis and engagement strategies stimulate successful execution of projects. A sample of 122 respondents was contacted through the application of purposive sampling

procedure. The study adopted descriptive survey design to achieve its objectives and assembled the data with the use of structured questionnaire. The survey data was quantitatively analyzed using descriptive and inferential statistics (OLS regression model). The study found that stakeholder participation, top management support, the availability of project professionals and teams and adequate funding are the key factors that contribute to the success of project execution in the local government sector. Also, the study found that stakeholder identification and engagement strategies have significant positive influence on project success while stakeholder analysis has positive but insignificant influence. The implications emanating from these findings point out the need for proper identification and engagement of stakeholders in the conduct of local government projects. Equally important deduction from the findings is the extent of involvement of the identified stakeholders throughout the phases of the project.

#### **5.4 Recommendations**

Given the scope and the findings generated from this study, the following recommendations are made.

1. This study reported that stakeholder participation, top management support, the availability of project professionals and teams and adequate funding are the key factors that contribute to the success of project execution in the local government sector. The study then recommends that management of MMDAs should always provide opportunities for stakeholder groups to get involve in the execution of projects. This can be done by assigning specific tasks and responsibilities to individual stakeholders or groups and demand accountability thereafter. Also, management should recognize and make sure that funding is timely made available for projects to take off. Further, the study recommends that project awarding institutions should subject project teams (contractors and their subcontractors) to

competency and capacity scrutiny including financial capacity before awarding project contracts.

2. The study documented a positive significant influence of stakeholder identification on project success. It is recommended that project implementing officials should devote adequate amount to identify all stakeholders and their sub-groupings, officially document stakeholder information and establish how they can affect or be affected by the project.
3. The found a positive significant influence of stakeholder engagement strategy on project success. The establishment of rules of engagement that are mutually beneficial is advised. Central part of implementing stakeholder engagement is effective communication. It is suggested that project officials should identify appropriate channels of communicating the established rules of engagement with stakeholders. Both formal and informal means of communication can be adopted where applicable so that all interested parties may be kept abreast of events as and when they happen for timely decisions. The organization of periodic and regular meetings and grievances desk can be established where necessary to offer participants the chance to register their concerns as the project progresses.

### **5.5 Suggestions for further studies**

Given the scope and findings of this study, the following topics are suggested for the attention of future researchers.

1. This study examined the effect of stakeholder management strategies on project success. The study focused specifically on the influence of stakeholder identification, analysis and engagement strategies on project success. Further studies can consider the effect of communication, risk control and prioritization on project success.

2. The role of monitoring and evaluation in the execution of projects can further be explored.
3. This study found insignificant contribution of stakeholder analysis on project success. Future studies are required to explore this issue further.
4. This study concentrated on water and sanitation projects undertaken by MMDAs in the Ashanti region. The same study can be replicated in other regions of Ghana.

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## APPENDICES

### APPENDIX

**KWAME NKURUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**KNUST SCHOOL OF BUSINESS**

**DEPARTMENT OF SUPPLY CHAIN AND INFORMATION SYSTEMS**

**MSc. PROJECT MANAGEMENT**

**THESIS QUESTIONNAIRE**

**Effect of Stakeholder Management on Project Success-**

**A Survey of Local Government Projects in Ashanti Region**

My name is Angela Johnson. I am a student of Kwame Nkrumah University of Science and Technology, pursuing a course of study leading to the award of the degree of Master of Science in Project Management. This study is being conducted in partial fulfillment of the requirements for the award of Master of Science degree in Project Management at the college of art and built environment, KNUST. This questionnaire is part of the study which aims at examining the effect of stakeholder management on project success, focusing on local government projects in the Ashanti Region. All information received from you would be used only for academic purposes and treated with strict confidentiality. Please tick in the box [ ] where appropriate. Thank you.

#### **SECTION A: Demographic Data of Respondents**

1. Please indicate your age
  - a) 20-30 [ ]
  - b) 31-40 [ ]
  - c) 41-50 [ ]
  - d) 51 years or more [ ]
2. Please indicate your gender
  - a. Male [ ]
  - b. Female [ ]
3. Please what is the highest level of your education?
  - a. HND [ ]
  - b. Bachelor's Degree [ ]

- c. Master's Degree or higher
- 4. Please how long have you been working in this District, Municipal or Metropolitan Assembly?
  - a. 1- 5 years
  - b. 6 - 10 years
  - c. 11- 15 years
  - d. 16 years and above
- 5. Indicate the department in which you work in this MMDA
  - a. Works and Housing
  - b. Procurement
  - c. Environmental Health
  - d. Social Welfare and Community Development
  - e. Planning
  - f. Budget/ Revenue

**SECTION B: Identifying the factors that contribute to the success of MMDAs' Projects (Research Objective One)**

This section identifies the factors that contribute to the success of MMDAs projects. Kindly indicate the degree of your agreement with the following statements by ticking the appropriate box against each statement in the table below. Use this scale: 1= Least agreement; 2= Somehow agree; 3 = Moderately Agree; 4= Agree and 5= Strong Agreement.

Codes	Factors that contribute to project success	Levels of agreement				
		Least Agreement	Somehow Agree	Moderately Agree	Agree	Strong Agreement
<b>B1</b>	<b>Stakeholder participation</b>					
	All stakeholders are normally involved in the planning, designing and implementation of projects by this assembly					
	Consultation with local community leaders and opinion leaders are part of measures used to ensure participation					
	Frequent meetings are held with stakeholders in project delivery phases					
	Users, operators and beneficiaries are always engaged in the execution of MMDA projects					
<b>B2</b>	<b>Top Management Support</b>					
	Management of this MMDA always show commitment to the success of projects undertaken by this assembly					
	Political support is always assured in the delivery of projects					
<b>B3</b>	<b>Monitoring and Evaluation</b>					
	There are adequate supervision and monitoring activities during the course of projects in this MMDA					
	Activities and responsibilities assigned to individuals are monitored and reported throughout project life cycle in this MMDA					
<b>B4</b>	<b>Project professionals and management teams</b>					
	Project managers' experiences, competences, expertise and technical capabilities are solid					

	Leadership and organizational skills of the project managers were brought to bear on the projects					
	Project managers' authority to take day-to-day decisions including financial decisions and selection of key team members etc translated into the success of the projects					
	Project managers' adaptability to changes in project plans					
	Project managers' commitment to meet quality, cost and time requirements also contributed to the success of the projects					
<b>B5</b>	<b>Funding</b>	<b>Least Agreement</b>	<b>Somehow Agree</b>	<b>Moderately Agree</b>	<b>Agree</b>	<b>Strong Agreement</b>
	Adequate funding are provided for the execution of projects					
	Funding contingency plans are put in place to ensure funds are released in such a way that cash flow difficulties do not arise					
	Where sponsors are involved, funding challenges are minimal					
	We provide funding support for the completion of projects where applicable					

**SECTION C: Effect of stakeholder management strategies on project success (Research Objectives 2 and 3)**

This section seeks to determine the effect of stakeholder management strategies on the success of MMDAs' projects. A list of stakeholder management techniques or strategies are provided in statements in the table below. Kindly indicate the degree of your agreement with the statements regarding the extent to which the application of these techniques contributed to the success of the named projects. Please tick the appropriate box against each statement in the table below. Use this scale: 1= Least agreement; 2= Somehow agree; 3 = Moderately Agree; 4= Agree and 5= Strong agreement.

<b>Codes</b>	<b>Project success indicators (Dependent variable)</b>	<b>Least Agreement 1</b>	<b>Somehow Agree 2</b>	<b>Moderately Agree 3</b>	<b>Agree 4</b>	<b>Strong Agreement 5</b>
	Our projects are usually completed within budgets					
	Projects undertaken by this MMDA are normally completed within predetermined time schedule					
	Customers/clients are satisfied with the projects executed by this MMDA					
	Projects done by this MMDA always meet the objectives for which they are done and are of high standards and quality					
<b>Independent Variables (Stakeholder management strategies)</b>						
<b>C1</b>	<b>Identification of stakeholders</b>	<b>Least Agreement 1</b>	<b>Somehow Agree 2</b>	<b>Moderately Agree 3</b>	<b>Agree 4</b>	<b>Strong agreement</b>
	Stakeholders involved in any project in this MMDA are regularly identified					
	We are able to determine key project groupings and sub-groupings.					
	Relevant information including interests, influence, involvement and potential impacts of stakeholders are documented.					

C2	<b>Analysis of stakeholders</b>					
	We conduct in-depth analysis of the interests of the stakeholders, the influence they may have on projects, how they are affected by the project and to what degree.					
	All relevant stakeholder information such as their position in the organization, their stake, roles in the project, the level of support, expectations and their interest in the project are critically analyzed.					
C3	<b>Stakeholder engagement</b>					
	We engage project stakeholder through consultation, compromise and negotiations					
	Effective communication with stakeholders about the benefits, project goals, priorities and negative impacts of projects to stakeholders					
	Relationships building with stakeholders is one of the ways by which we engage stakeholders					
	We educate stakeholders about the risks associated with projects					
	Managing expectations of stakeholders and project conflicts					
	Information about the negative impacts of projects are provided to the stakeholders					

**Thank You for Your Time and Participation**