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THE EFFECT OF STAKEHOLDER'S ENGAGEMENT ON PROJECT PERFORMANCE: THE CASE OF MOTHER TERESA FOUNDATION, ADDIS ABABA BRANCH, ETHIOPIA

BY:

TSION SHEWANDAGNEW

A Thesis Submitted To Department Of Business Administration Addis Ababa University in Partial Fulfillment of the Requirements for the Degree of Masters in Business Administration

**February, 2025
Addis Ababa, Ethiopia**

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS DEPARTMENT OF BUSINESS ADMINISTRATION
MASTERS OF BUSINESS ADMINISTRATION**

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THESIS ADVISOR: - TILAHUN TEKLU (PhD)

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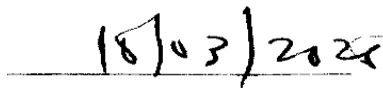
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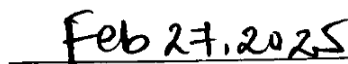


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DECLARATION

I, **Tsion Shewandagnew**, hereby declare that the thesis work entitled “**The Effect of Stakeholder Engagement on Project Performance: A case study in Mother Teresa Foundation in Ethiopia, Addis Ababa branch**” is the outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of the research advisor, **TILAHUN TEKLU (PhD)**. The study submitted by me for the award of the degree of Master of Business Administration (MBA) in graduate studies of Addis Ababa University College of Business and Economics at Addis Ababa, Ethiopia, it is original work and it has not been submitted for the award of any Diploma or Degree or other similar titles of any other university or institutions.

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ACKNOWLEDGEMENT

I am deeply grateful to the divine force that sustained me throughout this research process. Without the blessing of God, this work would not have come to fruition. And next I would like to express my heart-felt thanks and sincere appreciation to my advisor Tilahun Teklu (PhD) for the all-round help, guidance, valuable comments and encouragement which enable me to complete the research.

I am also grateful to my family for their unwavering love and endless encouragement was the source of inspiration to me.

Last but not least, I would like to gratefully acknowledge all respondents of Mother Teresa Foundation stakeholders who helped me by filling the questionnaires with patience and by scarifying their valuable time.

Finally, I would like to thank my classmates for their moral support that create a peaceful environment for my studies.

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LIST OF ACRONYMS

CDC	Centers for Disease Control
GA	Gaia Association
IFC	International Finance Corporation
MC	Missionaries of Charity
PM	Project Management/Project Manager
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
SPSS	Statistical Packages for Social Science
UN	United Nation
UNDP	United Nations Development Program

ABSTRACT

This study aimed to assess the effects of stakeholder engagement on project outcomes within Mother Teresa Foundation at Addis Ababa Branch. In this study a stratified random sampling method and quantitative approach structured questionnaires were utilized. The sample consisted of 237 participants including project team members, beneficiaries, funders, and other stakeholders involved in Mother Teresa Foundation in Addis Ababa. However 225 completed and properly returned and 12 questionnaires were not returned. Quantitative data was analyzed using correlations and multiple regressions. The findings revealed that stakeholder analysis, planning, information disclosure, dispute resolution mechanism and involvement in monitoring and evaluation positively and significantly influenced the project performance. The results highlight the vital role of proactive stakeholder engagement, communication, and participation in oversight activities in enhancing project quality, stakeholder satisfaction, and other key outcomes. The study concludes that sustained stakeholder participation, spanning project initiation to closure, is instrumental in optimizing performance. Standardized procedures for analysis, planning, collaborative monitoring and evaluation, and transparency are recommended. This research contributes empirical evidence on translating stakeholder engagement theory into actionable strategies that strengthen project performance.

Key Words: *Stakeholder engagement, project performance, orphanage, Mother Teresa Foundation, analysis and planning, disclosure and dissemination of information, dispute resolution and grievance redress, monitoring and evaluation*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Stakeholder engagement has become a focal point in project management and community development initiatives in recent years (Reed, 2008). It refers to the process of actively involving project stakeholders by incorporating their needs, values, and feedback into decision-making in order to increase project success (Mathur et al., 2008). When implemented effectively, stakeholder engagement facilitates mutual learning and joint problem-solving leading to locally supported solutions (IFC, 2007).

A project is a brief activity started with the goal of producing a special good, service, or outcome (PMI, 2017). The missionary of charity, founded by Mother Teresa, primarily use a form of work organization or projects that emphasizes to serve the poorest of the poor, which shapes all their activities and organizational structures, to promote a simple lifestyle, focusing on humility and service rather than material wealth and to fostering a spirit of collaboration and shared mission and they engaged volunteers to broaden their outreach and impact, allowing laypeople to participate in their mission (O'Neill, M, 2019).

Project under MC type of organizations have unique characteristics concerning beneficiary stakeholders. Beneficiaries often include the poorest of the poor, such as the homeless, orphans, the elderly, and those suffering from severe illness. Many projects under MC organization aim to empower beneficiaries by providing skills training and education, enabling them to improve their circumstances (McDonald, 2017).

However, stakeholder engagement remains difficult to perform successfully, with many projects continuing to struggle with meaningful participation (Sterling et al., 2017). Common barriers include identification of relevant stakeholders, logistical challenges coordinating involvement, reluctance among project leaders, lack of engagement expertise, and poor follow-through on incorporating stakeholder perspectives (Olander & Landin, 2008; Mishra et al., 2012).

Project performance is a complex, multidimensional concept centered on meeting project objectives and stakeholder needs (PMI, 2021). Key performance indicators span effectiveness, impact, relevance, sustainability, efficiency, and stakeholder satisfaction (Gareis et al., 2013). However, modern frameworks highlight quality, benefits realization, and stakeholder-defined success criteria as equally vital performance dimensions (Shenhar et al., 2001; Badewi, 2016).

This expanded perspective aligns with stakeholder engagement goals of incorporating community expectations. Research indicates that active stakeholder engagement throughout a project lifecycle can positively influence performance across these areas (Njogu, 2018; Mambwe et al., 2020). By enabling stakeholder perspectives to shape key aspects of the project, engagement helps ensure deliverables meet performance objectives related to scope, schedule, budget, quality, benefits, sustainability, and satisfaction (PMI, 2021). Thus, excluding stakeholder input elevates performance risks across traditionally emphasized and contemporary success measures. Proper stakeholder consultation is a prerequisite for optimal project performance according to multi-dimensional frameworks.

Ethiopia's economy is among Africa's fastest-growing but remains heavily reliant on foreign-aid with nearly half the population living in poverty (UNDP, 2022). Sustainable community development is critical but faces considerable challenges including limited infrastructure, political instability, and environmental concerns.

Stakeholder engagement is vital for locally-appropriate, successful development initiatives in this context (Getaneh, 2005). However, research shows that many projects continue falling short on meaningful engagement with local communities, women, youth, and other stakeholders (Awuzie and McDermott, 2017). This gap between recognition of the importance of stakeholder participation and the real-world implementation of engagement strategies is particularly acute in developing countries like Ethiopia.

In 1950, Mother Teresa established the Mother Teresa Foundation, an international religious organization within the Catholic Church and one of the earliest Missionaries of Charity, in Calcutta, India. The order provides unconditional and free assistance to the poorest people on the planet, without regard to nationality, ethnicity, color, language, or religion. The governments of many countries, including the US and Ethiopia, consider Missionaries of

Charity to be among the most successful organizations in the world at identifying and providing food assistance to the most disadvantaged segments of society. (GA, 2005).

In Ethiopia, where the Mother Teresa Foundation, also known as MC, has operated since 1973, this entails treating dying AIDS patients, undernourished street children, and other marginalized populations with respect and kindness. Currently, Missionaries of Charity operates in 18 homes throughout Ethiopia, serving all areas of the nation.(GA, 2005).

Local community members, parents, governmental bodies and other stakeholders are participated in the planning and implementation (Getaneh, 2005). However, there is limited empirical evidence evaluating the efficacy of Mother Teresa Foundation's stakeholder engagement efforts in Addis Ababa, particularly regarding effects on project outcomes. Therefore, the purpose of this study is to evaluate the Mother Teresa Foundation's Addis Ababa branch in Ethiopia's present stakeholder engagement procedures, difficulties, and effects on project performance. Future stakeholder involvement tactics to improve performance can be informed by the findings.

1.2 Statement of the Problem

Regardless of the project's scale, stakeholder engagement is crucial. This comprises people of the public or community who are impacted by the project now or in the future. Nevertheless, a lot of organizations neglect to give these groups' effective participation in their projects top priority, even if it is essential to getting superior results.

Involving stakeholders early on in the project is essential to its success. Project stakeholders could become a source of risk if they are not dedicated to the endeavor. (Windsor, 2021).

Stakeholders were not adequately involved at the right periods and stages of the project lifecycle, which is why many initiatives around the world have failed rather than because project managers had the requisite resources or expertise. Rahman and Alzubi (2015) backed this up by pointing out that poor stakeholder participation greatly increased the cost of construction projects, ultimately leading to project failure.

Any project's ability to succeed depends on the cooperation of the organization and its stakeholders. Many projects fail because there are a lot of problems or unresolved issues because stakeholders were not involved in the early stages of project planning, according to Mark (2012).

Some project managers are unaware of how inadequate stakeholder engagement and poor communication can impact project performance. Poor communication and a lack of stakeholder involvement, according to Mark & Naresh (2008), are surefire ways to cause miscommunication, mistrust, and a lack of support and ownership from everyone who will be most impacted by the project. The efforts undertaken by an organization to include a selected group of people or their representatives in addressing certain concerns are referred to in this context as stakeholder engagement activities. But a lot of organizations have trouble managing this, which makes their projects less successful.

Some initiatives in Ethiopia, particularly those started and carried out by non-governmental organizations, also fail due to inadequate consideration of stakeholders' engagement in the project life cycle. For this reason, this study used data gathered from the Mother Teresa Foundation in Addis Ababa, Ethiopia, to evaluate the impact of stakeholder engagement strategies on project performance in non-governmental organizations.

The results of the study will help the Mother Teresa Foundation's management better include stakeholders at every step of the project to improve project performance. Furthermore, the findings would be a valuable instrument for reducing the number of project failures caused by a lack of stakeholder participation.

1.3 Basic Research Questions

1. Does conducting a stakeholder analysis and developing a stakeholder engagement plan have an effect on project performance?
2. Does disclosure and dissemination of project information to stakeholders have an effect on project performance?
3. Does involving stakeholders in dispute resolution and grievance redress mechanism have an effect on project performance?

4. Does involving stakeholders in monitoring and evaluation activities have an effect on project performance?

1.4 Objective of the Study

1.4.1 General Objective

The core objective of the study was to assess the effects of stakeholder engagement on the project performance of Mother Teresa Foundation in Ethiopia, Addis Ababa Branch.

1.4.2 Specific Objectives

The specific objectives of the study are:

- To examine the effect of stakeholder analysis and planning on project performance.
- To examine the effect of disclosure and dissemination of information on project performance.
- To examine the effect of stakeholder involvement in dispute resolution and grievance redress on project performance.
- To examine the effect of stakeholder involvement in monitoring and evaluation on project performance.

1.5 Significance of the Study

Since there are many stakeholders in community development today, It is crucial to interact with them and handle them properly in order to foster trust, guarantee accountability, transparency, and safeguard stakeholders' rights, particularly with regard to projects being carried out in their localities, policymakers, regulatory agencies, consultancies, financial institutions, and other stakeholders will thus benefit from the study's conclusion by having a better understanding of the key players and their roles in community development initiatives.

Additionally, the study's conclusions will significantly advance knowledge of the level of participation of stakeholders and management techniques that exist now, as well as the problems and obstacles that go along with them. In fact, readers in general and the Mother

Teresa Foundation's Addis Ababa branch in Ethiopia in particular will find vital information on how to plan and execute stakeholder engagement practices within the organization going forward in order to have and accomplish the intended goals of any project. Other researchers who are interested in doing more research in related fields could find it helpful. Additionally, it will allow the researcher to meet graduation requirements and gain valuable practice.

1.6 Delimitation of the Study

The study's conceptual or thematic scope center's on two primary areas: project performance and stakeholder engagement in relation to projects carried out by the Mother Teresa Foundation's Addis Ababa branch in Ethiopia. The study intends to determine the relationship between stakeholder involvement and project performance as well as how good stakeholder engagement techniques lead to better project outcomes.

Stakeholder engagement was the sole focus of this study due to the concept's complexity and breadth, which prevented it from being explored in a given timeframe. Other relevant concerns were excluded due to specification.

According to academics and published works, it was appropriate to carry out the study in-depth and on a broad scale. However, for a variety of reasons, including time constraints, a lack of sufficient data, and financial constraints, this study was limited to resources located in the capital city Addis Ababa. Thus, the undertakings carried out in this particular geographic area were the exclusive subject of this study.

The research approach of this study was quantitative method to entertain the research questions on the stakeholder engagement and project performance.

The thesis was executed at Mother Teresa Foundation within the time framework from April 2024 to January 2025.

1.7 Limitations of the Study

The limited scope of this study, which only looks at one branch of a single organization, may limit how broadly the results may be applied. The methods, difficulties, and outcomes of

stakeholder involvement that have been seen might not be representative of other regions or kinds of organizations. This happened because time and financial restrictions make it too difficult to undertake research in many organizations.

Furthermore, rather than following engagement across time, the study was simply given a snapshot of present practices due to time and resource restrictions. This makes it challenging to identify changes over time. Early identification of these constraints creates the chance to lessen their impact by meticulous data triangulation, research design, and results conclusion.

Generally, the study makes no claims to be definitive due to the limitations and shortcomings listed above. Instead, it served as a launching pad for a thorough and in-depth investigation of how stakeholder participation affected project success at the Mother Teresa Foundation.

1.8 Structure of the Paper

The thesis has six chapters. Chapter one provides an introduction that consists of the background of the study, statement of the problems, objectives of the study, basic research questions, scope of the study, and the significance of the study. Chapter two offers the review of the literature both theoretical and empirical foundations on the topic of investigation with the conceptual framework.

Chapter three discusses the research methodology, which entails the research paradigm, research design, research approach, unit of analysis, construct and variables of the study, research area context, target population, sampling techniques, sample size determination, data sources, survey instruments, evaluating measurement tools, analytical strategy, research ethics and access to data. Chapter four focuses on result of data collection. Chapter five data analysis and interpretation highlights obtained data from the respondent.

Summary of key findings, remarking conclusion and proposed recommendations were presented in chapter six. The questionnaire that was used for data collection was attached to this document as an annex.

1.9 Operational Definitions

The researcher believes that the following terms, which commonly were appeared in various section of this paper, embrace a huge diversity of meaning. Despite their diversities, they need to be operationally defined.

Project: is a brief activity started with the goal of producing a special good, service, or outcome (PMI, 2017).

Stakeholder: is a person, group, or organization that could influence, be influenced by, or believe that decision, action, or project, program, or portfolio outcome will affect it. (PMI, 2017).

Stakeholder Engagement: refers to the procedure for working and involving people, groups, or organizations that have a stake in a project or program. (IAP2, 2014).

Stakeholder analysis and planning: is a process of identifying and evaluating the individuals, groups, or organizations that can affect or be affected by the project, and then developing strategies to engage and manage them effectively (PMI, 2017).

Disclosure and dissemination of information: refers to the processes and activities involved in sharing relevant information with project stakeholders in a timely, transparent, and accessible manner (PMI, 2017).

Stakeholder involvement in dispute resolution and grievance redress: refers to the process of engaging relevant stakeholders in addressing and resolving conflicts or grievances that arise within an organization or a project (IFC, 2012).

Stakeholder involvement in monitoring and evaluation: refers to the process of engaging relevant stakeholders in the design, implementation, and review of monitoring and evaluation activities related to the project, program, or initiatives (OECD, 2016).

Project performance: operationally defined as the measurement and evaluation of the outcomes and processes of a project in relation to objectives, and success criteria (PMI, 2017).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter aims to provide a solid grounding in the key theories, frameworks, and prior research underlying the topics of stakeholder engagement and project performance. It establishes the theoretical foundations upon which this study's conceptual framework and analysis will be built. The empirical literature is also summarized to contextualize this study's objectives within current knowledge on these issues in practice. Gaps are identified that support the rationale for this research. By reviewing essential concepts and previous findings, this chapter seeks to orient the reader and situate the specific research aims within the broader scholarly literature.

2.2 Review of Conceptual Literature on Project and Stakeholder Engagement

Project: Any short-term endeavor with the goal of creating a unique good, service, or result is called a project. Additionally, they promote change and seek to raise the value of the company (PMBOK, 2013). Although the majority of projects aim to generate revenue through project deliverables, they may have unanticipated consequences—also referred to as side effects—as a result of the project's intervention. These adverse impacts could be positive, negative, or neutral. "Dis-benefits" is a word used to characterize adverse side effects.

Project outcome: both the advantages and disadvantages of a project (Fassin, 2009). Environmental and conservation organizations work to protect wildlife, wild areas, endangered species, and biodiversity. This is especially true of conservation programs.

Stakeholder: is a person, group, or organization that has an interest in or concern for an organization and that has the potential to influence or be influenced by the organization's goals, policies, and activities, according to the Business Dictionary. While Carroll (2006) defined stakeholders as "individuals or organizations that are either affected by or affect the deliverables or outputs of a specific organization," other definitions of stakeholders include

"those who can influence the project process and/or final results, whose living environments are positively or negatively affected by the project, and who receive associated direct and indirect benefits and/or losses."

Stakeholders Engagement: According to Talley et al. (2016), the phrase "stakeholder engagement" is a manufactured and contested notion that encompasses a wide range of actions that differ depending on the environment. From an ethical standpoint, it is possible to observe how meaningful stakeholder participation can improve equity, inclusive decision-making, local decision-making, and social capital development. Because it is thought to be more democratic and efficient than top-down, management list techniques, stakeholder engagement has gained considerable traction in these various contexts as a kind of "best practice" for planning and decision-making.

Stakeholder management - entails establishing, keeping track of, and preserving positive relationships with interested parties by suitably influencing their expectations of the benefits that will arise from their participation. By ensuring that current stakeholders are satisfied, stakeholder management also aids an organization in achieving its declared objectives. Managing conflicting interests, addressing issues as they arise, maintaining proper stakeholder engagement in project decisions and activities, and maintaining constant communication with stakeholders to understand their needs and expectations are all aspects of stakeholder management. Managing stakeholder satisfaction need to be a primary project goal (PMBOK, 2013).

2.3 Theoretical Literature Review

2.3.1 Stakeholder's Classification and Identification

Establishing criteria for ranking each stakeholder's relative importance to the project or intervention is the main goal of stakeholder classification (Mainardes et al., 2012). Stakeholder categorization is more precisely concerned with grouping stakeholders into various categories based on their shared impact or interests (Buisse and Verbeke, 2003).

Diverse classifications of stakeholders according to distinct criteria can be found in the literature. The Mitchell et al. (1997) approach, however, has turned out to be the most widely

used classification, grouping stakeholders according to their legitimacy, urgency, and power. The negotiation power of stakeholders, their legitimacy in connection to the organization, and the urgency of meeting stakeholder needs are all taken into account in this approach.

In order to describe how managers should prioritize connections with stakeholders, Mitchell et al. (1997) claim that stakeholder salience is a dynamic model that is based on a typology of identification that allows for the explicit awareness of the uniqueness of each circumstance and managerial perceptions.

Key stakeholders in the environment of the project system should always be properly identified and interacted with by project managers. Organizing the process to be able to recognize and manage the likely stakeholders in that environment and ascertain their response to project decisions is a component of managing the environment of the project system (Olander, 2006). Both project participants and potential participants who could enhance the support and ownership of the stakeholder management process are included in the identification of stakeholders (Karlsen, 2002).

As a result, Fassin (2009) highlights that identifying key stakeholders, their crucial contributions, and expectations for compensating them are prerequisites for conducting stakeholder analysis in construction projects. The project management team can identify stakeholders in any project based on their roles as clients, contractors, and consultants, or by following internal or external guidelines (Winch, 2007).

2.3.2 Stakeholders' Involvement in Project Identification and Project Performance

First of all, groups, persons, or organizations that actively participate in a project or who have a stake in its execution, completion, or outcome are considered project stakeholders. They may also have the ability to affect the project's goals and results. Stakeholders are interested in how the project turns out. It might be ownership, a right, or an interest. According to Carol, Cohen, and Palmer (2004), rights can be either moral or legal ownership in a given situation.

Determining the project's nature and scope is essential to a proper start. The project's success will most likely be compromised in order to meet community expectations if this phase is executed properly (Nijkamp et al., 2002). Any shortcomings or problems should be found, disclosed, and a solution suggested, according to Albert (2004). According to Nijkamp et al. (2002), the initial phase should include requirements analysis, operations assessment, budget analysis, stakeholder identification, and charter development.

Key stakeholders and their power/influence must be identified to manage their impact (Ibid). Stakeholder identification in planning involves determining those affected so appropriate strategies can maximize positive influence (Ibid). In summary, initiation should determine scope, assess stakeholder interests/influence, and develop a stakeholder management plan to understand expectations, communicate, and leverage support for project success.

2.3.3 Stakeholder Involvement in Project planning and Project Performance

Involving stakeholders is crucial while project planning. The project's objective, the resources required and their distribution, the strategies for delivering the finished product, handling important situations, and assessing the activities and outcomes should all be determined with the assistance of stakeholders (Njogu, 2018). Increased dedication to the project's objectives and techniques, a decrease in mistrust of the project's processes or outcomes, and a boost in the project's final product's credibility are just a few advantages of involving stakeholders in the planning process. Stakeholders are more likely to believe in the process, care about the project's success, and accept the results as valid when they are included in the planning process (Ibid).

Stakeholder involvement in project planning, according to Rosario (2000), helps to understand the role and place of stakeholders in deciding how to plan, developing milestones, creating a scope statement, assigning the planning team, identifying deliverables, creating a work breakdown structure (WBS), estimating the resources needed for the activities, developing a schedule, estimating the time and cost required for activities, risk planning, and obtaining formal approval to begin work.

Project plan reviews and milestone reviews are among the most popular instruments and techniques for include stakeholders in the planning phase. At this point, stakeholders are completely involved. During the planning stage, the project team creates the work plan, budget, and bank account for project funding (Madeeha & Imran, 2014).

The description of the project's work requirements, quality, and objective, the specification of resources required and their allocation, the definition of the timetable, the assessment of various risks, and the choice of delivery methods are all part of the stakeholder participation in project planning activities. Project managers can strengthen the project implementation process or its outcome by involving stakeholders in the planning stage.

2.3.4 Stakeholder Involvement in Implementation, Monitoring and Evaluation and Project Performance

Stakeholder participation is the process of interacting with people or organizations that have a stake in a program, project, or activity. Policymakers, funders, beneficiaries, providers, and other interested parties may fall under this category. Project execution, monitoring, and assessment all benefit from stakeholder involvement.

Involving stakeholders throughout the implementation phase can assist guarantee that the project is planned and executed to satisfy the needs of the intended audience. For instance, the CDC (2019) discovered that better program outcomes can result from incorporating stakeholders in the development and execution of HIV prevention initiatives. Stakeholder engagement in project implementation is complicated by the project's features, such as its length, high cost, and numerous unanticipated and emerging elements (Chang, 2013). Involving stakeholders can also aid in identifying and resolving any possible issues as well as increasing support for the project.

Stakeholder participation in development initiatives through reporting and monitoring aids in identifying obstacles and difficulties during the monitoring phase. Stakeholder participation in monitoring provides top management with a chance to impact and encourage project performance (Katiku, 2011). Therefore, the organization benefits from having knowledgeable

and helpful stakeholders in project monitoring since it would greatly enhance the project's performance.

Stakeholder participation can help guarantee that the evaluation is pertinent and significant to the stakeholders during the evaluation phase. According to Eval Community (2022), for instance, stakeholder involvement can guarantee that the evaluation questions are pertinent to the stakeholders' needs and that the project is improved using the evaluation results. Building ownership of the evaluation results and ensuring their application to the project's improvement are two more benefits of stakeholder involvement.

There are several benefits to stakeholder involvement in implementation and monitoring/evaluation. These include (CDC, 2019):

- Better design and delivery of the project: Involving stakeholders can assist guarantee that the project is planned and executed to satisfy the needs of the intended audience. Program results may improve as a result.
- More support for the project: By involving stakeholders, the individuals who will be most impacted by the project may show their support for it. This can contribute to the project's sustainability.
- Identification and resolution of possible issues: Involving stakeholders can assist in identifying and resolving any possible issues that the project may encounter. This may lessen the likelihood that the project will fail.
- A more meaningful and pertinent evaluation: Involving stakeholders can assist guarantee that the evaluation is both relevant and significant to the stakeholders. The possibility that the evaluation's conclusions will be applied to enhance the project may rise as a result.
- Increased ownership of the evaluation findings: Stakeholder involvement can help to build ownership of the evaluation findings among the stakeholders. This can increase the likelihood that the findings will be used to improve the project.

There are several ways to involve stakeholders in implementation and monitoring/evaluation. These include (CDC, 2019):

- Conducting stakeholder analysis: This involves identifying the key stakeholders and understanding their interests, needs, and concerns.
- Consulting with stakeholders: This involves seeking the input of stakeholders throughout the project cycle, from planning to implementation to evaluation.
- Forming stakeholder groups: This involves bringing together stakeholders to discuss the project and to provide input on its design, delivery, and evaluation.
- Training stakeholders: This involves providing stakeholders with the skills and knowledge they need to participate in the project and to contribute to its evaluation.

2.3.5 Project Stakeholder Management and its Process

A framework for handling situations involving several stakeholders is offered by the stakeholder management theory. It acknowledges that a community development initiative involves many different stakeholders, each with their own goals and beliefs. The project managers' job is to make sure that the goals of the main stakeholders are met and, if feasible, that the other stakeholders are also satisfied.

Stakeholder management is therefore a continual improvement process that necessitates awareness, understanding, and support from all levels of the organization, from the CEO to the temporary contractor (Bourne, 2009). In order to guarantee the success of the project, stakeholder management is one of the most important components of the project management framework.

2.3.6 Basics of Project Performance

Project performance is a complex concept that has been the subject of much research in the field of project management. There is no single definition of project performance. Project performance is the degree to which a project meets its objectives. It is measured by a variety of factors, including the project's scope, schedule, budget, and quality (Kerzner, 2017).

The scope of a project is the work that needs to be done to complete the project. If the scope is not well-defined, it can lead to problems with performance (PMI, 2021). The schedule is the

timeline for completing the project. If the schedule is unrealistic, it can also cause performance issues (Kerzner, 2017).

The budget is the amount of money available to complete the project. An insufficient budget can negatively impact performance (PMI, 2021). Quality refers to how well the project meets requirements. Poor quality leads to performance problems (Kerzner, 2017). Performance can be measured with methods like earned value management (EVM), critical path method (CPM), schedule performance index (SPI), and cost performance index (CPI) (PMI, 2021). EVM measures performance against planned objectives (Kerzner, 2017).

CPM identifies the critical project path that must be completed on time (PMI, 2021). SPI indicates how well the project is on schedule by comparing earned value to planned value (Kerzner, 2017). CPI measures how well the project is on budget by comparing an earned value to actual cost (PMI, 2021). Performance is also influenced by other factors like the project team's skills and experience, resource availability, and the project environment (Kerzner, 2017; PMI 2021). The team executes the project plan, so their capabilities are critical (PMI, 2021). Resource availability affects the ability to complete project tasks on time and budget (Kerzner, 2017).

The political, economic, and social environment can also impact performance factors like delays and cost overruns (PMI, 2021). By understanding performance factors, project managers can increase success through careful planning, regular monitoring and taking corrective actions as needed, and regularly communicating with stakeholders to address concerns (Kerzner, 2017; PMI, 2021).

Project performance in industrialized nations like the USA is frequently evaluated based on criteria including stakeholder satisfaction, budgetary restrictions, and on-time completion. For example, a study by Smith and Jones (2016) discovered that, on average, 71% of projects in the USA now satisfy the requirements for being completed on time and within budget, a figure that has been continuously rising over the previous ten years. The average satisfaction rate among project stakeholders, according to surveys, is 85%. Stakeholder satisfaction rates have also improved.

According to research by Yamamoto et al. (2018), over 75% of projects in Japan achieve the requirements for on-time completion and budgetary compliance, which has been a consistent trend over the last five years. Additionally, 80% of project stakeholders express pleasure. These patterns show that industrialized economies are dedicated to enhancing project management procedures and guaranteeing project success.

While Kenya has made strides in increasing on-time completion rates, with roughly 50% of projects meeting deadlines, Kamau and Nyaga's (2019) research showed that maintaining within budget is still a major challenge, with only 45% of projects complying to financial limitations. With an average satisfaction rate of 80%, stakeholder satisfaction rates have demonstrated resilience in the face of these difficulties, pointing to chances to improve project management techniques and achieve even better results.

Political instability, poor infrastructure, and restricted access to funding are some of the variables that affect project performance in Ethiopia. Stakeholder satisfaction rates are generally higher, averaging 70%, according to a study by Lemma and Tadesse (2018), even if on-time completion rates are rather low, with only 40% of projects reaching deadlines. However, only 35% of projects are able to stay within budget, indicating the need for better resource allocation and financial management techniques.

2.3.7 Dimensions of Project Performance

The "triple constraint" model called time, cost, and quality became the standard for assessing success (Shenhar & Dvir, 2007; Duggal, 2011). However, experts have debated whether these three factors sufficiently measure success (Shenhar & Dvir, 2007). Garrett (2008), citing Shenhar, argued that the triple constraints focus purely on efficiency rather than effectiveness, ignoring stakeholders' definitions of success.

While important, the triple constraint model restricts project managers to predefined time, cost, and quality goals as the sole determinants of success (Crawford & Earl, 2008). However, meeting these narrow metrics does not necessarily mean stakeholders will consider the project good performance (Shenhar & Dvir, 2007; Bredillet & Turner, 2009).

Among additional key performance indicators suggested, sustainability has received considerable attention (Gareis et al., 2011; Silviu & Schipper, 2011). Definitions of sustainability vary by context but generally refer to environmental and social impacts beyond the project timeline. Considering sustainability pushes project managers to evaluate longer-term consequences.

Though time, cost, and quality are important, focusing solely on this triple constraint is limiting. Experts advocate expanding how project performance is evaluated to include sustainability and effectiveness for stakeholders.

2.3.8 Stakeholder Engagement and Project Performance

Incorporating stakeholder involvement into an initiative's planning process can be extremely important for obtaining consensus and providing early feedback prior to the implementation of a new plan, regulation, or decision (Vogler et al., 2017). This could lead to a friendlier demeanor and the avoidance of needless confrontations. If stakeholders were not informed of the various factors and compromises that needed to be made prior to their involvement, or if they were excluded from the decision-making process, they are likely to oppose a project (Peterson et al., 2007).

Open lines of communication foster stakeholder trust and buy-in, which improves project outcomes like on-time completion and stakeholder satisfaction, according to research by Freeman (2020). According to studies by Bryson et al. (2018), stakeholder involvement and project performance are positively correlated, emphasizing the value of teamwork and shared ownership in reaching intended results.

Involving stakeholders is more than merely a more democratic method of deciding on public issues. However, it has been shown to have real societal benefits in terms of (1) making decisions that better reflect public values and take into account public knowledge; (2) enhancing relationships by resolving stakeholder conflicts and fostering trust in government agencies; and (3) increasing the ability of stakeholders and the government to comprehend issues, coordinate actions to address them, and exert influence.

According to Freeman (2017), stakeholder engagement can also have the following advantages if done correctly: it can strengthen the body of evidence, increase public acceptance, and increase the likelihood that an intervention will be successful, spread the dissemination of findings, and have a greater impact on decision-making.

2.3.9 Challenges of Stakeholder Management

There are difficulties in engaging stakeholders. A number of issues that hinder implementation are linked to stakeholder engagement in general, such as the need for more time and resources, the possibility of favoring or marginalizing particular stakeholder groups, and the uneven representation of the right stakeholder groups (Freeman, 2017).

When identifying development priorities and offering viable solutions to support policy response and decision-making, it might be beneficial to acknowledge perception variations and the ways in which perceptions are influenced (Nagulendran et al., 2016). However, in order to prevent issues with stakeholder participation and management, the social solidarity principle must be the foundation of the implementation from the very beginning of the planning process (Bouamrane et al., 2016).

In the case of advocacy and empowerment in Ghana's upper east, for example, Atiibo (2012) investigated stakeholder management issues and their impact on project management. According to the study, the functions and objectives of the major players were crucial to the project's success. Unfair competition, conflicts of interest, inadequate commitment, poor communication, managers' lack of experience, and issues with understanding and appreciating leadership have all been demonstrated to have a significant negative influence on an organization's operations.

Furthermore, disagreements might arise during implementation procedures due to the variety of stakeholders and their disparate requirements and viewpoints (Bouamrane et al., 2016). Furthermore, distinct subsets within broad stakeholder groups—such as junior versus senior government officers—as well as stakeholders with diverse backgrounds and motivations are likely to hold divergent views regarding development priorities.

2.3.10 Mother Teresa Foundation and its Program

Program context: The Mother Teresa Foundation is a strong, energetic, successful, and lively non-governmental charity that has been helping the unloved, uncared for, and unwanted in society since 1950. It was founded in honor of St. Mother Teresa. It works tirelessly to reduce poverty and illiteracy while also enhancing the health of those who are less fortunate. In order to accomplish this, it works in the areas of health, education, elder care, and the advancement of the transgender and disabled communities. Additionally, it combats starvation by giving the hungry free meals every day. They work together with government agencies and service organizations that share their values to carry out their tasks. This nonprofit organization began working in Ethiopia in 1973 and now operates throughout the entire nation.

The Organization's Vision: to inculcate Saint Mother Teresa's basic values in order to become a dynamic, empowered, successful, and vibrant organization that works to create a world that is responsive, healthy, and compassionate.

The Organization's Mission: is based on love, justice, trust, respect for human life, and a spirit of hope. To assist people reach their full potential, the Mother Teresa Foundation collaborates with individuals, particularly those who are unloved, uncared for, and unwanted.

The Organization's Core Values: The Mother Teresa Foundation is an organization that is based on values. It firmly believes that the Mother Teresa Foundation is founded on values, which stand for an organization's fundamental principles and convictions. They actually outline the values of the organization. These are the organizational fundamental values that the Mother Teresa Foundation has determined, and each value is given equal weight. Ensuring involvement, effective networking, transparency and accountability, credibility, promoting and implementing innovative approaches, professionalism and dynamism, democratic and secular environment, and gender inclusivity are some of these.

The Organization's Aims and Objectives: these are – ;

- Through suitable programs, orphans, semi-orphans, the impoverished, and other disadvantaged and destitute individuals can be rehabilitated and developed.

- Creating responsible, resourceful, and independent people and communities.
- Providing financial aid for schooling so that underprivileged and needy students can continue their study without any obstacles.
- Providing the oppressed with appropriate pathways for cultural and socioeconomic advancement.
- Building multispecialty hospitals to offer low-income and underprivileged people access to cheap medical care. The transgender community should receive the assistance they require in order to become self-sufficient.
- Providing the underprivileged and worthy with a free supply of nutritious food.
- To address the educational needs of the underprivileged segments of society, technical and non-technical educational institutions are being established.
- Planting forests to maintain the ecological and environmental equilibrium.
- Using and funding new ideas, methods, and strategies in all development and welfare initiatives.

2.4 Empirical Literature

The term "systematic literary review" is frequently used to describe empirical literature reviews. Specifically, it looks at earlier research findings. The summary of earlier research on comparable topics is provided. The goal of an empirical review is to pinpoint gaps in the literature and guide the investigation by comparing it to earlier studies. The empirical review serves as a cornerstone for establishing the study's theoretical framework. Stakeholder engagement's empirical review of project performance was summarized in this section. Nearly every study conducted in Ethiopia, according to the empirical assessments below, demonstrated that poor stakeholder involvement had a negative impact on project performance. This suggests that stakeholders' involvement in projects still has limitations and issues that need to be addressed, particularly in Ethiopia. Based on the idea of an empirical review in philosophy, the researcher thoroughly examined earlier research that was both directly and indirectly linked to this study. The researcher then compiled the chosen studies and produced the following statements to make them appropriate for this study.

Effect of Stakeholder Management on GIZ Project Performance (Groom, 2021). The study's four main components—stakeholder identification, planning, management, and monitoring—all have a significant and beneficial impact on project success, according to the results of multiple linear regression analysis. Because project stakeholder management is so important to a project's success, the study suggests giving it top priority.

Stakeholder Involvement and Aerospace Safety Automation Project Performance: An Analysis of the Kenya Civil Aviation Authority (Chebichii, 2021). The performance of safety automation programs at the Kenya Civil Aviation Authority was investigated in relation to stakeholder participation. Stakeholder involvement at project commencement and monitoring/evaluation tends to increase project performance, but not to a statistically significant extent, according to the study. Engagement throughout planning and execution, however, was found to have a detrimental influence on performance, with execution having a particularly unfavorable effect.

The Impact of Stakeholder Involvement on Polish Government Project Performance (Demirkesen and Reinhardt, 2021). According to the study's findings, project performance is significantly positively correlated with stakeholder involvement. According to regression research, higher project performance is positively correlated with increased stakeholder involvement. Overall, the results show that a major element that might enhance project results is greater stakeholder involvement. Project effectiveness may be improved by concentrating efforts on increasing stakeholder participation, according to the study's findings.

Stakeholder Engagement's Effect on Lusaka District Construction Project Performance, Mambwe et al. (2020). Stakeholder engagement was found to be strongly positively correlated with both meeting project schedules and project specifications. Stakeholder participation and project cost, however, also had a significant negative association, according to the research. While acknowledging the possibility of higher expenses, the study's overall recommendation for a model of stakeholder engagement in road construction projects emphasizes the advantages of stakeholder involvement for schedule and specification compliance. A framework for managing stakeholders in road projects is provided by the suggested model, which has potential for further development and enhancement.

In 2020, Hailemariam, an evaluation of the difficulties and methods of stakeholder management in the Plan International Ethiopia WASH project. According to the report, the company lacks an effective stakeholder management framework. The organization is dealing with two significant stakeholder management issues, according to the report. These include failing to identify all pertinent stakeholders and having stakeholders interact poorly or not at all. A stakeholder management plan, a communication plan for stakeholders, a method for engaging stakeholders, and staff training on stakeholder management are all necessary to solve the problems the study found. The company may enhance its stakeholder management system and raise the likelihood that the project will succeed by putting these suggestions into practice.

Stakeholder Management: Practice and Difficulties: The Plan International Ethiopia WASH Project Case Study, Demitu (2019). According to this study, the Plan International Ethiopia WASH project failed to manage its stakeholders well, leading to a number of issues, such as key stakeholders not participating in the project's planning and execution, a lack of coordination and communication amongst stakeholders, and a lack of trust and cooperation amongst stakeholders.

Stakeholder Engagement Practices and Difficulties for United Nations Industrial Development Organization (UNIDO) Projects, Martha (2019). The study concluded that while UNIDO has made some strides in engaging stakeholders, issues still need to be resolved. The study found that inadequate communication and commitment were the main problems.

The impact of stakeholder engagement on the effectiveness of rehabilitation programs for street children in Nairobi County, Kenya, was examined by Wanijiru (2016). According to the study, street children's rehabilitation programs work better when stakeholders are involved at the start stage, which includes stakeholder analysis and needs assessment. Budgeting, innovation, and results have all been demonstrated to be enhanced by effective initiation planning and stakeholder-involved decision-making. Nevertheless, the findings also showed that, although not statistically significantly, stakeholder participation in subsequent phases,

such as project execution and planning, had a detrimental impact on rehabilitation centers' effectiveness.

The Nema Automobile Emission Control Project in Nairobi County, Kenya, serves as an example of how stakeholder involvement affects project performance (Njogu, 2016). According to the study, the performance of car emission reduction projects at every stage—identification, planning, implementation, and monitoring—is significantly improved by stakeholder involvement. In particular, the performance of emission control projects is greatly impacted by stakeholder involvement in project identification. Likewise, it has been demonstrated that stakeholder involvement in project planning and execution significantly and favorably affects project results.

Lastly, it was discovered that including stakeholders in monitoring operations greatly enhanced the performance of car pollution reduction projects. In conclusion, the findings highlight how crucial it is for stakeholders to actively participate in the project from the beginning to the end, from monitoring to completion, in order to improve the performance of environmental sustainability programs meant to lower vehicle emissions.

Menoka (2014) Stakeholder Engagement and Sustainability in Relation to Construction Project Performance. By achieving construction sustainability, the study aimed to increase stakeholder involvement in the performance of construction projects. A framework was created that incorporates many stakeholders and project performance that is motivated by sustainability. The study was concluded as an empirical investigation, and the results showed that achieving construction sustainability and improving stakeholder involvement through preparation and presentation helps to improve the performance of construction projects.

2.5 Research Gap

A research gap is an area that has not yet been thoroughly examined or the missing component of a prior research study. This could be a research methodology, such as data collecting and analysis, population or sample (size, type, location, etc.), or another research variable or condition gap of the study.

Understanding the particular stakeholder involvement procedures, difficulties, and effects on project performance within the framework of the Mother Teresa Foundation's Addis Ababa office is lacking in research. Prior studies have concentrated on stakeholder participation in sectors such as building, rehabilitation, and WASH; however, little study has been done on the practices and outcomes of engagement in Mother Teresa Foundation initiatives.

Furthermore, prior research has noted broad difficulties such as communication and planning constraints; nevertheless, it is still unclear what particular difficulties Mother Teresa Foundation has when involving stakeholders in the Addis Ababa branch projects. Even if there are correlations between involvement and performance, there is still room for more empirical research on the effects of stakeholder engagement strategies on Mother Teresa Foundation project results.

Finally, no study has examined the level of project performance in the Addis Ababa branch with respect to engagement activities, nor has it conducted a full assessment of the present stakeholder practices used there. The study's goal is to fill this context-specific research gap by investigating the Mother Teresa Foundation's Addis Ababa branch's contemporary stakeholder engagement strategies, obstacles, and effects on project performance.

2.6 Hypothesis of the Study

H₁: Stakeholder analysis and planning has a positive and significant effect on project performance.

H₂: Disclosure and dissemination of information has a positive and significant effect on project performance.

H₃: Stakeholder involvement in dispute resolution and grievance redress has a positive and significant effect on project performance.

H₄: Stakeholder involvement in monitoring and evaluation has a positive and significant effect on project performance.

2.7 Conceptual Framework

After adjusting for any potential confounding variables, the conceptual framework illustrates the relationship between each independent variable and the dependent variable (project performance). Stakeholder analysis and planning, information disclosure and distribution, dispute resolution and grievance redress, and stakeholder participation in monitoring and evaluation are the independent factors.

Independent variables section in my study, which focuses on "The Effect of Stakeholders' Engagement on Project Performance: The Case of Mother Teresa Foundation," is supported by the UNDP's 2017 principles. These factors have been carefully selected to complement the UNDP's main suggestions for successful stakeholder participation in development initiatives. In keeping with the UNDP's emphasis on methodical planning to improve project success, the inclusion of "Stakeholder Analysis and Planning" demonstrates a dedication to a stakeholder-centric approach.

The variable "Disclosure and Dissemination of Information" is similarly supported by the UNDP's support for open communication methods, which are essential for gaining the confidence and support of stakeholders. The UNDP acknowledges the significance of dispute resolution procedures, which are necessary to preserve good stakeholder relations, and this is reflected in the inclusion of "Dispute Resolution and Grievance Redress."

Moreover, the UNDP's recognition of the importance of participatory methodologies in project assessments contributed to the selection of "Stakeholder Involvement in Monitoring and Evaluation." These factors directly relate to the particular operational setting of the Mother Teresa Foundation in addition to adhering to UNDP's global best practices and principles.

Independent Variables

Dependent Variable

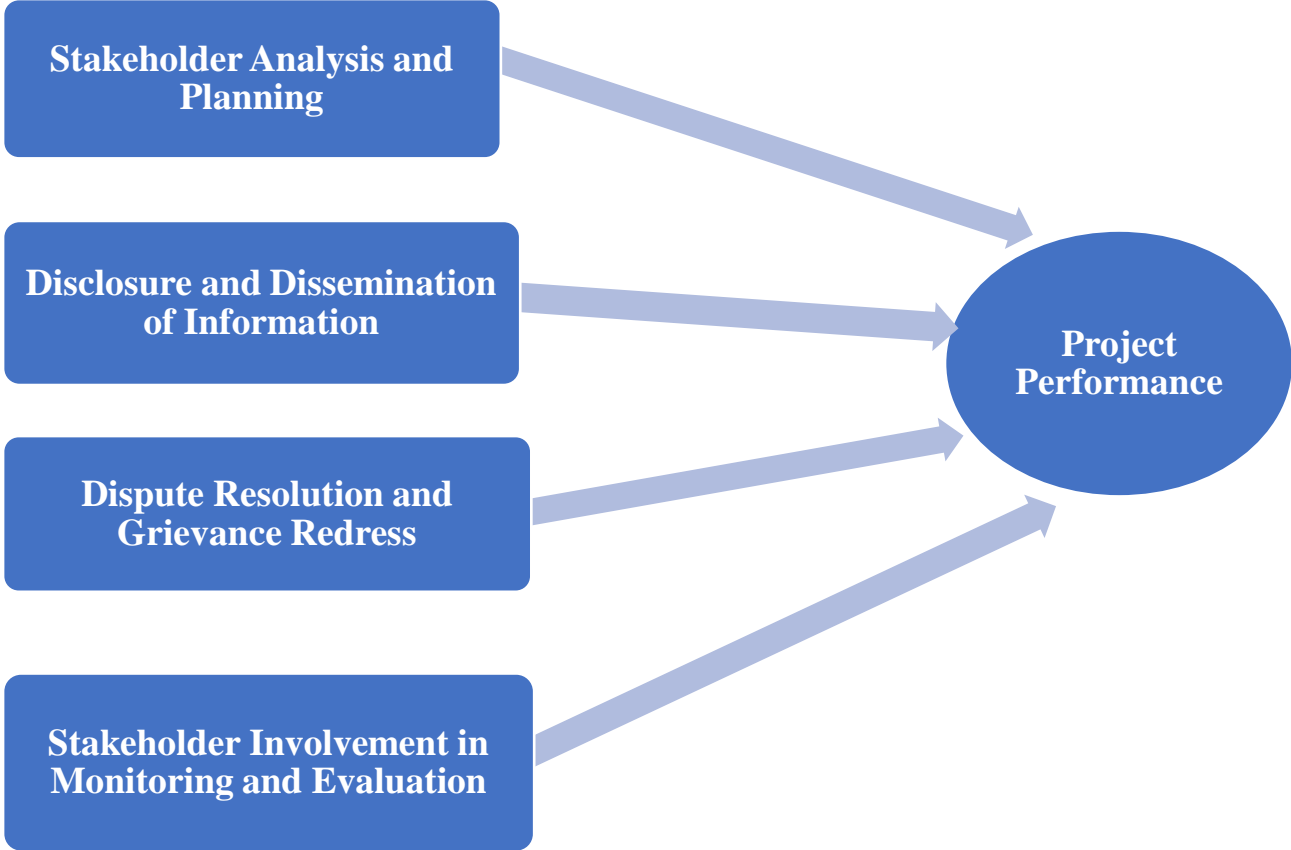


Figure 1.1 Conceptual Frameworks

Source: UNDP, 2017

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology section provides a detailed outline of the methods and procedures that is utilized to carry out the study. This section covers the research design, research approach, study population, sampling size, sampling techniques, method of data collection, data analysis approaches, validity and reliability measures and ethical considerations.

3.2 Research Design

A plan or set of tactics to accomplish research goals and provide answers to research questions is known as research design. There are different types of research designs depending on the type and nature of the study, such as explanatory and descriptive research.

This study was carried out using an explanatory research design, for examining the effects of stakeholder engagement on project performance, as it aims to establish causal relationships between variables (Saunders et al., 2019). As Bickman and Rog (2009) discuss, explanatory studies test hypotheses about cause-and-effect interactions. This intent is to explain how and why stakeholder engagement impacts project outcomes, rather than merely describing the characteristics or situations.

3.3 Research Approach

The overarching plan that directs a study is known as the research approach. It determines how research questions are formulated and looked into, and it includes the strategies and tactics used to gather and examine data. Three primary study approaches—qualitative, mixed, and quantitative—are identified by Saunders et al. (2019).

Among the above approaches, the study used quantitative research approach to assess the effect of stakeholder engagement on project performance through measurable variables and the formulation of hypothesis that can be statistically tested.

3.4 Target Population

The study was targeted to use different projects implemented by Mother Teresa Orphanage program at Addis Ababa branch as unity of analysis. This was including projects that have been finalized, current projects that are still in progress, and upcoming projects that are in the planning stages.

The target population was all the stakeholders in each 4 projects that implemented within Mother Teresa Orphanage program in Ethiopia, Addis Ababa branch. These projects are – Basic needs support (project 1), Educational programs (project 2), Health and nutrition (project 3), and Skill development (project 4).

Mother Teresa orphanage program provides full support to orphans and semi-orphans. The total stakeholders involved in the orphanage program in this organization, includes beneficiaries or orphan children, employees, volunteers, donors, local government, nonprofit organizations, educational institutions, healthcare providers, and vocational training centers.

The first project is basic needs support for providing food, clothing, and shelter to ensure the children have a safe and nurturing environment. The second project is educational programs for facilitating access to quality education, including school supplies, tutoring, and scholarships for higher education.

The third project is health and nutrition for implementing health check-ups, vaccinations, and nutritional programs to promote the physical well-being of the children. The fourth project is skill development for providing vocational training and life skills education to prepare older children for independent living and employment.

Therefore, the target population for the study was 580 individuals of stakeholders that involved in orphanage program projects. These were beneficiaries' or orphan children (300 individuals), employees (100 individuals), volunteers (50 individuals), donors (30 individuals), local government (30 individuals), nonprofit organizations (30 individuals), educational institutions (10 individuals), healthcare providers (20 individuals), and vocational training centers (10 individuals).

3.5 Sampling Design and Technique

Generally speaking, there are two kinds of sampling techniques: probabilistic sampling and non-probabilistic sampling. The researcher chose to use stratified random sampling, or probability sampling, given the nature of the study. Stratified random sampling is defined by Kombo and Tromp (2013) as the process of dividing a population into homogeneous subgroups by using a slice of a simple random sample from each group. The target population's strata were then determined, and a basic random sampling technique was applied to guarantee an equal probability of selecting respondents.

3.6 Sample Size Determination

According to academic research principles, only census studies might provide reliable information about the reported population. Nevertheless, sampling is one of the techniques that enable the researcher to examine a reasonably small number of components on behalf of the entire population because time and financial constraints frequently make it impossible to fully cover the population. The following is Solvin's formula, which was used to determine the sample size for this study:

$$n = \frac{N}{1 + N(e)^2}$$

Where, **n** = Sample size,

N = Population size,

e = Margin of error with 95% confidence interval

$$n = \frac{580}{1 + 580(0.05)^2} = 236.7 \sim 237$$

So, the total sample size for this research was **237** stakeholders.

Each stakeholder's proportion or strata sample size was calculated using the sample size derived from the procedure above. The following formula was used to calculate the stratum sample size:

$$n_n = \left(\frac{N_n}{N}\right) * n,$$

Where; **n_n** = is the sample size of the stratum

N_n = is the proportion size for stratum

N = is the total population size

n = is the total sample size

Table 3.1 List of Sample Stakeholders

Projects	Project Stakeholders	Number of Stakeholders	Sample Size	Percentage
Project 1 Project 2 Project 3 Project 4	Beneficiaries	300	$(300/580)*237 = 123$	$(123/237)*100 = 52$
	Employees	100	$(100/580)*237 = 41$	$(41/237)*100 = 17$
	Volunteers	50	$(50/580)*237 = 21$	$(21/237)*100 = 9$
	Donors	30	$(30/580)*237 = 12$	$(12/237)*100 = 5$
	Local Government	30	$(30/580)*237 = 12$	$(12/237)*100 = 5$
	NGOs	30	$(30/580)*237 = 12$	$(12/237)*100 = 5$
Project 2	Educational Institutions	10	$(10/580)*237 = 4$	$(4/237)*100 = 2$
Project 3	Healthcare Providers	20	$(20/580)*237 = 8$	$(20/237)*100 = 3$
Project 4	Vocational Training Centers	10	$(10/580)*237 = 4$	$(4/237)*100 = 2$
Total		580	237	100.0

Source: Primary Data, 2024

3.7 Source of Data

The major sources provided the data for this investigation. Using a variety of data collection methods, primary data was gathered directly from study participants.

3.8 Method of Data Collection

To gather information, questionnaires were employed. Respondents were given a standardized questionnaire to complete, which allowed them to get firsthand knowledge of the project and its problems from those who were either directly involved or impacted.

3.9 Measurement Scale

Data was gathered using a standardized questionnaire that included closed-ended questions. According to Johns (2010), the questionnaire included conventional questions that involved creating multiple-item measurements called Likert scales. Respondents are typically asked to indicate how much they agree or disagree with statements, questions, or items that show relative levels. The response options vary from "strongly disagree" (1) to "strongly agree" (5).

Before being fully implemented, these tools were pilot-tested with a limited sample to improve the questions and procedure.

3.10 Test of Reliability and Validity

Research findings' consistency and reproducibility are referred to as reliability. The findings should remain the same if the study were to be repeated under identical settings. Stated differently, the research findings are considered dependable if the procedure is repeatable and produces consistent outcomes. There are various forms of reliability, such as internal consistency, inter-rater, and test-retest reliability. The reliability of internal consistency is gauged by Cronbach's alpha. It is most frequently utilized in quantitative research and is especially helpful when many Likert items in a survey or questionnaire combine to form a scale and you want to ascertain the scale's reliability.

Conversely, validity relates to whether the research actually measures what it was supposed to assess and how accurate the findings are. Using stratified random sampling to make sure the participants are pertinent to the research question, cross-validating results from various data sources (e.g., comparing questionnaire results), and meticulously crafting the questionnaire to precisely capture the information you're interested in were all methods used to ensure validity.

3.11 Method of Data Analysis

The type of data gathered and the research questions determine the data analysis techniques used in this study. Nonetheless, quantitative data analysis techniques were applied in light of the data collection methodologies. Analysis of Quantitative Data: Data gathered from the survey questionnaire was analyzed using this. To summarize the data, descriptive statistics including means, frequencies, and standard deviations were computed. The link between the independent variables (stakeholder engagement practices) and the dependent variable (project performance) was described using regression analysis. The Pearson correlation coefficient and standard deviation were used to quantify their relationship. The data was analyzed using Microsoft 2016 and SPSS version 27. Additionally, a multiple regression model is employed as:

$$Y \text{ (Project Performance)} = \beta_0 + \beta_1*(\text{Stakeholder Analysis and Planning}) + \beta_2*(\text{Disclosure and Dissemination of Information}) + \beta_3*(\text{Dispute Resolution and Grievance Redress}) + \beta_4*(\text{Stakeholder Involvement in Monitoring and Evaluation}) + \varepsilon$$

Where:

β_0 is the y-intercept (the expected mean value of Y when all X=0)

β_1 to β_4 are the regression coefficients (the change in the outcome associated with a one-unit change in the predictor)

ε is the error term (the difference between the observed and predicted values)

3.12 Ethical Considerations

The researcher makes every effort to take certain ethical considerations into account. Without revealing the respondent's identity or personality, all information was protected and maintained in strict confidence. Without any hidden information, the respondents were made aware of the thesis's goal, and the data gathered from the questionnaire was used exclusively for scholarly purposes. The data collected from the participants was given just as it was, without any modifications. Additionally, during the survey, consideration was given to treating the respondents with decency by being courteous and respectful. The researcher was approachable and encouraged the participants to answer the questionnaire honestly. The data analysis procedure was also closely adhering to a number of ethical considerations.

In order to prevent plagiarism, the researcher made sure to properly credit any ideas that were taken from other writers. This was accomplished by using referencing, paraphrasing, and in-text citations, all of which contributed to the integrity of the study's conclusions.

The researcher conducted the study in a responsible and professional manner by making sure that ethical considerations were taken into account.

CHAPTER FOUR

RESULTS

4.1 Introduction

This chapter presents the result of data gathered from stakeholders of Mother Teresa Foundation. The stakeholders were selected randomly through questionnaire. Data were collected in order to assess the effect of Stakeholder Engagement on Project Performance at Mother Teresa Foundation. The questionnaire was structured in a 5-point Likert scale format. The questionnaire is organized which contains the use of scale that request respondents to show the degree to which they agree or disagree about the subject (1= strongly agree, 2= agree, 3= neutral, 4= disagree and 5= strongly disagree). Finally the data tested through software called Statistical Package for Social Science (SPSS) version 27.

4.2 General Response and Respondents of Stakeholders

Table 4.1 Response of the Stakeholders

Description	Frequency	Percentage
Questionnaires Distributed and Returned	225	94.9
Questionnaires Distributed but not Returned	12	5.1
Total Distribution	237	100

Source: own survey, 2024: SPSS 27

As can be seen from Table 4.1, a total of 237 questionnaires were circulated, however 225 completed and properly returned, out of the total sample 12 questionnaires were not returned, thus; making the response rate 94.9%. Therefore, 225 useable questionnaires were considered for this study.

4.3 Demographic Information of the Respondents

The study sought to establish the demographic data of the respondents. The researcher began by a general analysis of the demographic data that was obtained from the respondents which included: - the gender, age, education background, work experience, and position.

4.3.1 Gender of Respondents

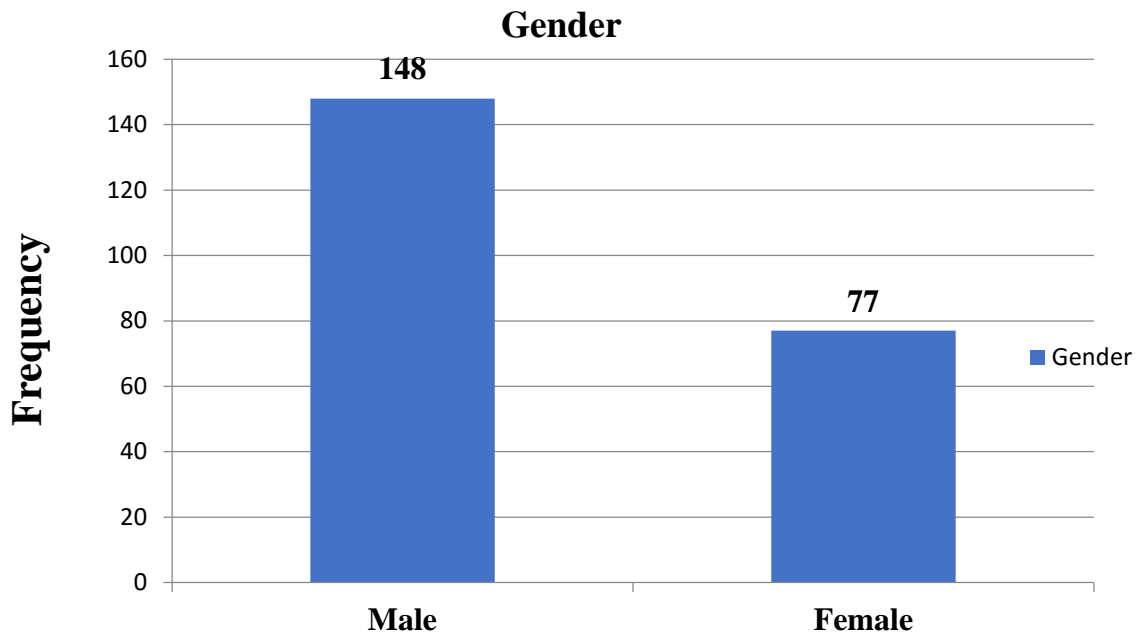


Figure 4.1 Gender Distributions of the Respondents

The above figure 4.1 shows the descriptive statistics of the study indicated that out of 225 respondents, 148 (65.8%) of the respondents were male while the remaining 77 (34.2%) were female. These imply that majority of Stakeholders at Mother Teresa Foundation were male.

4.3.2 Age of Respondents

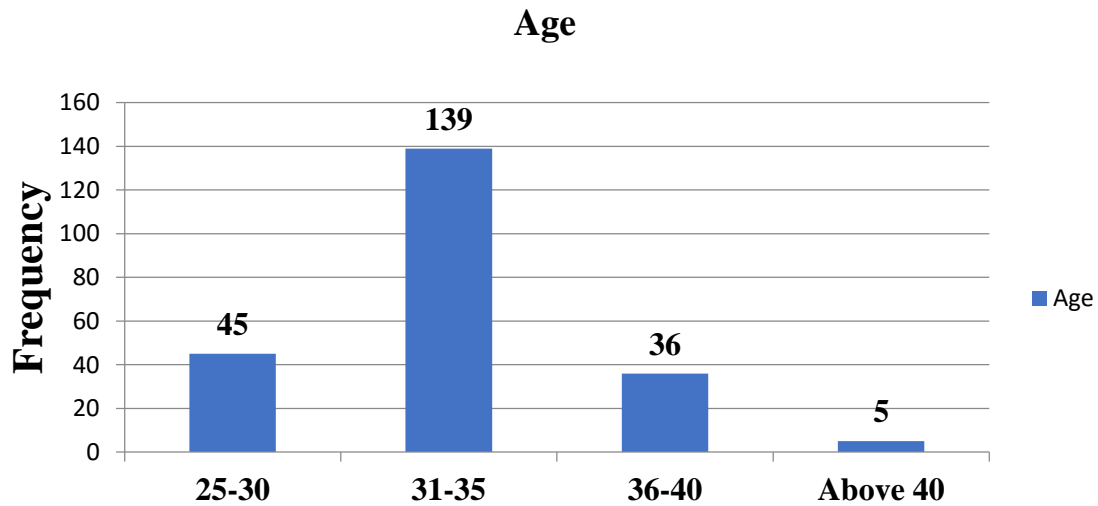


Figure 4.2 Age Category of the Respondents

Figure 4.2 shows that 45 (20%) of stakeholders were between 25-30 Age group, 139 (61.8%) of them were between 31-35 Age group, 36 (16%) of them were between 36-40 Age group, 5 (2.2%) of them were above 40 Age group. This imply that majority of stakeholders were between 31-35 Age group.

4.3.3 Educational Background of Respondents

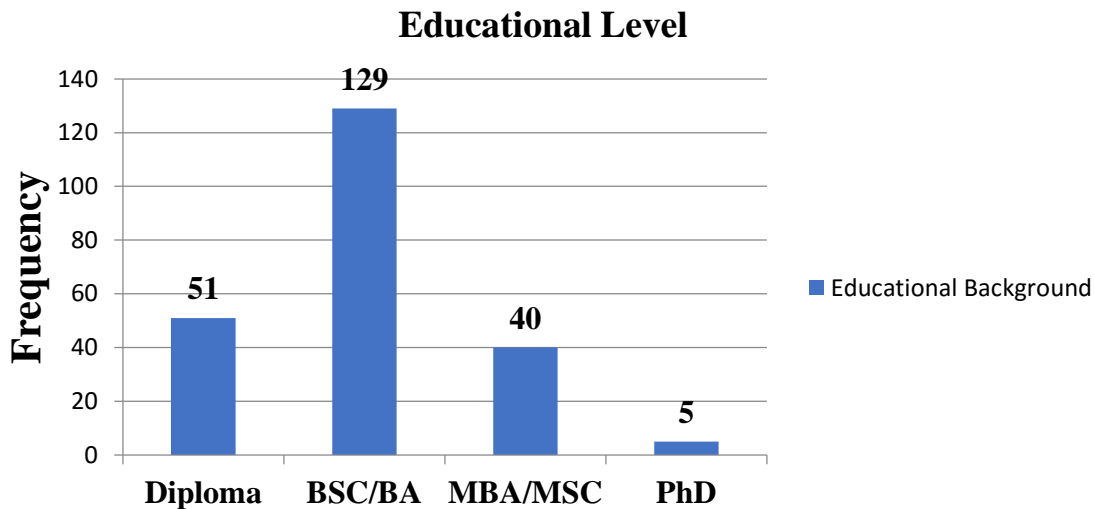


Figure 4.3 Educational Levels of the Respondents

Figure 4.3 shows about educational level of the respondents. 51 (22.7%) of stakeholders were at Diploma level, 129 (57.3%) of them were First-degree holders, 40 (17.8%) of stakeholders were Masters Degree holder, 5 (2.2%) of them were at PhD level. This Implies that majority of Stakeholders at Mother Teresa Foundation were first-degree holders.

4.3.4 Work Experience of Respondents

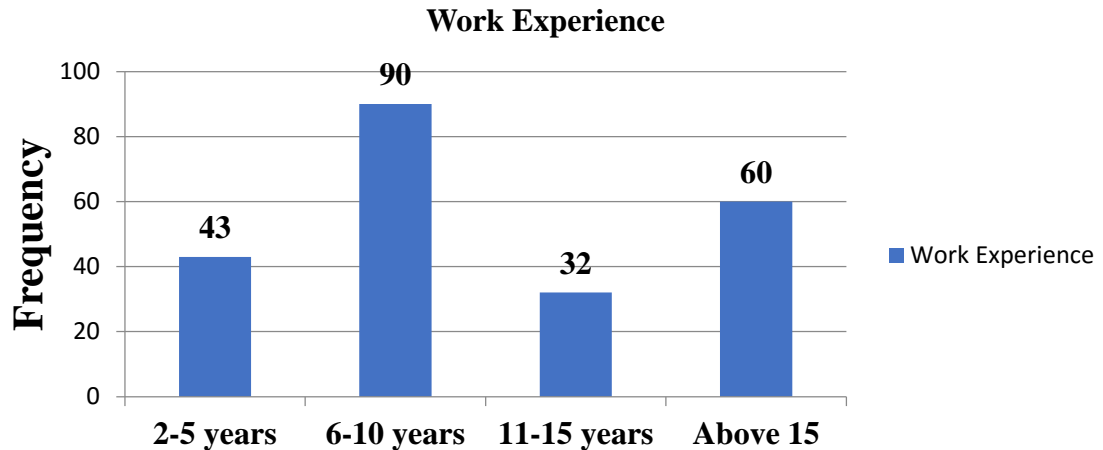


Figure 4.4 Work Experience of the Respondents

Figure 4.4 shows that 43 (19.1%) of stakeholders were between 2-5 Experience level, 90 (40%) of them were between 6-10 Experience level, 32 (14.2%) of them were between 11-15 Experience level, 60 (26.7%) of them were above 15 Experience level. These imply that the majority of stakeholders were between 6-10 Experience level.

4.3.5 Work Position of Respondents

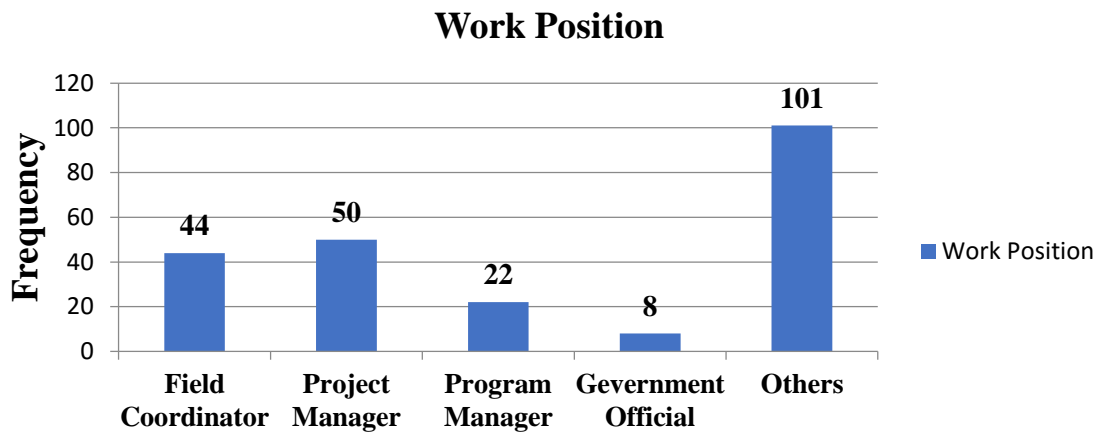


Figure 4.5 Work Position of the Respondents

Figure 4.5 shows about work position of the respondents. 44 (19.6%) of the stakeholders were field coordinator, 131 (58.2%) of them were project manager, 22 (9.8%) of them were program manager, 8 (3.6%) of them were government officials, 20 (8.9%) of stakeholders were others. This implies that the majority of stakeholders at Mother Teresa Foundation were project manager.

4.4 Data Reliability

According to Bobbie (2013), the quality of a measuring method is reliability if it implies that the same data would have been gathered each time the same phenomena was observed repeatedly. In this study, the reliabilities of the variable groups in each section of the questionnaire are estimated using Cronbach's alpha coefficient, the most widely used instrument for measuring reliability. It gauges how well a set of variables measures a single one-dimensional latent construct. The average correlation between the items that have formed the scale is indicated by the Cronbach's alpha coefficient. Such a rating falls between 0 and 1, where 1 denotes more reliability. According to Pallant (2007), a coefficient of dependability range of 0.30 to 0.80 is considered appropriate. With a reliability test result of 0.76, or 76%, greater than 0.7, all of the study's variables fell within the acceptable range, as indicated in the table below. It was assumed that the scales used in this study would reliably capture the constructs based on the reliability test.

Table 4.2 Cronbach's Alpha

Cronbach's Alpha	N of Items
.76	5

Source: Own Survey, 2024: SPSS 27

Table 4.3 Cronbach's Alpha of Each Variable

Items	Cronbach's Alpha
Stakeholder Analysis and Planning	.797
Disclosure and Dissemination of Information	.698
Dispute Resolution and Grievance Redress	.688
Stakeholder Involvement in Monitoring and Evaluation	.704
Project Performance	.654

Source: Own Survey, 2024: SPSS 27

4.5 Descriptive Statistics Analysis

The researcher uses an itemized rating scale to construct a range. This range is being used to measure the perceived level of the respondents towards each variable. The researcher uses the following formula to construct the range (Shrestha, 2015).

$$\text{Itemized rating scale} = \frac{\text{Max value} - \text{Min value}}{5} = \frac{5 - 1}{5} = 0.8$$

The mean of each individual item ranging from 1- 5 falls within the following interval:

Table 4.4 Interval of Means and Stakeholders Engagement Practice

Interval of Means	Perception
1.00 -1.80	Strongly Disagree
1.81 – 2.60	Disagree
2.61 – 3.40	Neutral
3.41 – 4.20	Agree
4.21 -5.00	Strongly Agree

Source: Shrestha, 2015

In this section, the researcher applied descriptive statistics for better understanding and summarization of 5 items of 4 independent variables and 1 dependent variable based on which the questionnaire was constructed.

Table 4.5 Effect of Stakeholder Analysis and Planning on Project Performance

Items	Level of Agreement or Disagreement	Frequency	%	Mean
The project team has recognized all pertinent stakeholders who could be impacted by or have an interest in the project.	Strongly Agree	75	33.3	3.96
	Agree	100	44.4	
	Neutral	21	9.3	
	Disagree	23	10.2	
	Strongly Disagree	6	2.7	
The project team possesses a strong understanding of the requirements and	Strongly Agree	104	46.2	
	Agree	80	35.6	

concerns of each stakeholder group.	Neutral	13	5.8	4.14
	Disagree	24	10.7	
	Strongly Disagree	4	1.8	
The project team has created a strategy for engaging with each stakeholder group, considering their specific needs and interests.	Strongly Agree	106	47.1	4.20
	Agree	79	35.1	
	Neutral	22	9.8	
	Disagree	14	6.2	
	Strongly Disagree	4	1.8	
The project team has shared the engagement strategy with all stakeholders.	Strongly Agree	107	47.6	4.16
	Agree	71	31.6	
	Neutral	25	11.1	
	Disagree	20	8.9	
	Strongly Disagree	2	0.9	
The project team is adaptable and open to modifying the engagement strategy as necessary.	Strongly Agree	97	43.1	4.06
	Agree	75	33.3	
	Neutral	28	12.4	
	Disagree	19	8.4	
	Strongly Disagree	6	2.7	
Overall mean of the effect of stakeholder analysis and planning on project performance				4.10

Source: Own Survey, 2024: SPSS 27

Item 1, table 4.4 The project team has recognized all pertinent stakeholders who could be impacted by or have an interest in the project; 33.3% and 44.4% of the respondents were strongly agreed and agreed respectively to the statement that the project team has recognized all pertinent stakeholders, 9.3% of respondents were neutral, 10.2% and 2.7% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages illuminate the overall sentiment towards the stakeholder identification, analysis and planning procedures, emphasizing a predominant inclination towards agreement and strongly agreement. The mean value (3.96) shows the majority of

respondents were agreed to the statement that the project team has recognized all pertinent stakeholders.

Item 2, The project team possesses a strong understanding of the requirements and concerns of each stakeholder group; 46.2% and 44.4% of the respondents were strongly agreed and agreed respectively to the statement that the project team possesses a strong understanding of the requirements and concerns of each stakeholder group, 5.8% of respondents were neutral, 10.7% and 1.8% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages demonstrate a substantial alignment of perspectives, emphasizing a collective acknowledgment of the project team's efficacy in comprehending and addressing the diverse needs and interests inherent in stakeholder groups. A project team well-attuned to stakeholder concerns is better positioned to formulate strategies that align with stakeholder expectations, fostering collaboration and ultimately contributing to project success. The mean value (4.14) shows the majority of respondents were agreed to the statement that the project team possesses a strong understanding of each stakeholders concern.

Item 3, The project team has created a strategy for engaging with each stakeholder group, considering their specific needs and interests; 47.1% and 35.1% of the respondents were strongly agreed and agreed respectively to the statement that the project team has created a strategy for engaging with each stakeholder group, 9.8% of respondents were neutral, 6.2% and 1.8% of respondents were disagreed and strongly disagreed respectively.

So, these cumulative percentages illuminate the overall sentiment towards customize engagement strategy, emphasizing a predominant inclination towards strongly agreement and agreement. The mean value (4.20) shows the majority of respondents were agreed to the statement that the project team has created a strategy for engaging each stakeholder.

Item 4, The project team has shared the engagement strategy with all stakeholders; 47.6% and 31.6% of the respondents were strongly agreed and agreed respectively to the statement that the stakeholders are aware of engagement plan, 11.1% of respondents were neutral, 8.9% and 0.9% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages highlight a polarization of viewpoints, with a substantial majority strongly affirming stakeholders' awareness of the engagement plan. This result holds significance in that stakeholder awareness is pivotal for the success of engagement strategies.

Item 5, The project team is adaptable and open to modifying the engagement strategy as necessary; 43.1% and 33.3% of the respondents were strongly agreed and agreed respectively to that the project team demonstrates adaptability and a willingness to revise the engagement plan as necessary, 12.4% of respondents were neutral, 8.4% and 2.7% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages underscore a notable positive trend toward the agreement spectrum, with a combined 76.4% of respondents expressing agreement or strong agreement. This finding holds significance in the context of effective project management, emphasizing the importance of a dynamic and responsive approach to stakeholder engagement. The mean value (4.06) shows the majority of respondents were agreed to the statement that the project team is adaptable.

The overall mean of this factor (4.10) indicates majority of the respondents were agreed with the statement that stakeholder analysis and planning affects project performance.

Table 4.6 Effect of Disclosure and Dissemination of Information on Project Performance

Items	Level of Agreement or Disagreement	Frequency	%	Mean
The project team has engaged with stakeholders regarding the project's design and execution.	Strongly Agree	97	43.1	3.56
	Agree	43	19.1	
	Neutral	24	10.7	
	Disagree	11	4.9	
	Strongly Disagree	50	22.2	
Stakeholders have been allowed to share their input on the project.	Strongly Agree	79	35.1	4.09
	Agree	109	48.4	
	Neutral	18	8	
	Disagree	17	7.6	
	Strongly Disagree	2	0.9	

The project team has taken stakeholder feedback into account and made adjustments in the project's design and execution.	Strongly Agree	85	37.8	4.05
	Agree	91	40.4	
	Neutral	28	12.4	
	Disagree	18	8	
	Strongly Disagree	3	1.3	
The project team is updating stakeholders on the project's progress and any modifications to its design or implementation.	Strongly Agree	94	41.8	4.03
	Agree	85	37.8	
	Neutral	16	7.1	
	Disagree	19	8.4	
	Strongly Disagree	11	4.9	
The project team is offering stakeholders chances to be involved in the project's monitoring and evaluation.	Strongly Agree	83	36.9	3.90
	Agree	85	37.8	
	Neutral	27	12	
	Disagree	12	5.3	
	Strongly Disagree	18	8	
Overall mean of the effect of disclosure and dissemination of information on project performance				3.93

Source: Own Survey, 2024: SPSS 27

Item 1, table 4.5 The project team has engaged with stakeholders regarding the project's design and execution; 43.1% and 19.1% of the respondents were strongly agreed and agreed respectively to the statement that the stakeholders have been involved in project design and implementation, 10.7% of respondents were neutral, 4.9% and 22.2% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages emphasize a notable trend toward agreement, with a combined 62.2% of respondents expressing either agreement or strong agreement. This finding suggests a prevailing positive sentiment among stakeholders regarding their inclusion in the project design and implementation processes. The mean value (3.56) shows the majority of respondents were agreed to the statement that the stakeholders' engagement in project designs and execution.

Item 2, Stakeholders have been allowed to share their input on the project; on affirmative side 48.4% agreed, and a significant 35.1% strongly agreed that stakeholders have been actively encouraged to provide feedback on the project. Approximately 8% maintained a neutral stance, indicating a segment with neither strong agreement nor disagreement and another 7.6% and 0.9% of respondents expressed disagreed and strongly disagreed respectively with the statement that stakeholders have been allowed to share their input on the project.

The cumulative percentages reveal a discernible trend toward agreement, with a combined 83.3% of respondents expressing either agreement or strong agreement. This finding suggests a positive inclination among stakeholders toward being actively involved in providing feedback on the project. The mean value (4.09) shows the majority of respondents were agreed to the statement that the stakeholders have been allowed to share their input on the project.

Item 3, The project team has taken stakeholder feedback into account and made adjustments in the project's design and execution; on affirmative side 40.4% agreed, and a significant 37.8% strongly agreed that stakeholders' input has played a pivotal role in shaping the project.. Approximately 12.4% maintained a neutral stance, indicating a segment with neither strong agreement nor disagreement and another 8% and 1.3% of respondents expressed disagreed and strongly disagreed respectively with the statement that the project team has taken stakeholder feedback into account an made an adjustment.

The cumulative percentages underscore a discernible trend toward agreement, with a combined 78.2% of respondents expressing either agreement or strong agreement. This finding suggests a prevailing positive sentiment among stakeholders, indicating their perceived impact on shaping project design execution. The mean value (4.05) shows the majority of respondents were agreed to the statement that the project team has taken stakeholder feedback into account.

Item 4, The project team is updating stakeholders on the project's progress and any modifications to its design or implementation; 41.8% and 37.8% of the respondents were strongly agreed and agreed respectively to the statement that the project team is effectively keeping stakeholders informed of the project's progress and any modification to its design,

7.1% of respondents were neutral, 8.4% and 4.9% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages highlight a predominant trend towards positive sentiments, with a combined 79.6% of respondents expressing either agreement or strong agreement. This finding suggests a prevailing positive sentiment among stakeholders, indicating that the project team is successful in keeping stakeholders informed. The mean value (4.03) shows the majority of respondents were agreed to the statement that the project team is updating stakeholders on the project's progress.

Item 5, The project team is offering stakeholders chances to be involved in the project's monitoring and evaluation; 36.9% and 37.8% of the respondents were strongly agreed and agreed respectively that the stakeholders are actively engaged in project monitoring and evaluation. This group likely perceives a high level of stakeholder participation and influence in ensuring project success through continuous monitoring and evaluation. 12% of respondents were neutral, 5.3% and 8% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages (74.4%) illuminate the overall sentiment towards the stakeholders' engagement in project monitoring and evaluation, emphasizing a predominant inclination towards agreement and strongly agreement. The mean value (3.90) shows the majority of respondents were agreed to the statement that the stakeholders are actively engaged in project monitoring and evaluation.

The overall mean of this factor (3.93) indicates majority of the respondents were agreed with the statement that disclosure and dissemination of information affects project performance.

Table 4.7 Effect of Stakeholder Involvement in Dispute Resolution and Grievance Redress on Project Performance

Items	Level of Agreement or Disagreement	Frequency	%	Mean
The project team has created a system for stakeholders to express their concerns about the project.	Strongly Agree	75	33.3	3.96
	Agree	100	44.4	
	Neutral	21	9.3	
	Disagree	23	10.2	

	Strongly Disagree	6	2.7	
The project team actively listens to stakeholder concerns and treats them with importance.	Strongly Agree	104	46.2	4.14
	Agree	80	35.6	
	Neutral	13	5.8	
	Disagree	24	10.7	
	Strongly Disagree	4	1.8	
The project team has established a clear and equitable process for addressing disputes.	Strongly Agree	106	47.1	4.20
	Agree	79	35.1	
	Neutral	22	9.8	
	Disagree	14	6.2	
	Strongly Disagree	4	1.8	
Stakeholders are satisfied with how the project team addresses their concerns.	Strongly Agree	107	47.6	4.16
	Agree	71	31.6	
	Neutral	25	11.1	
	Disagree	20	8.9	
	Strongly Disagree	2	0.9	
Stakeholders can access independent mechanisms for grievance resolution if they are unsatisfied with the project team's response.	Strongly Agree	97	43.1	4.06
	Agree	75	33.3	
	Neutral	28	12.4	
	Disagree	19	8.4	
	Strongly Disagree	6	2.7	
Overall mean of the effect of stakeholder involvement in dispute resolution and grievance redress on project performance				4.10

Source: Own Survey, 2024: SPSS 27

Item 1, table 4.6 The project team has created a system for stakeholders to express their concerns about the project; a substantial majority, comprising 44.4%, agrees that stakeholders can voice concerns about the project. This suggests a positive perception among a significant portion of respondents regarding the accessibility and effectiveness of the channels for expressing concerns. A significant segment, representing 33.3%, strongly agrees that

stakeholders can voice concerns. This group likely perceives a robust system for dispute resolution and grievance redress within the project framework.

Another segment, representing 9.3%, maintains a neutral stance. This group neither strongly agrees nor strongly disagrees, indicating a potential ambiguity or lack of consensus regarding stakeholders' ability to voice concerns. 10.2% and 2.7% of respondents were disagrees and strongly disagreed that stakeholders can effectively voice concerns about the project. This suggests a segment of stakeholders who may perceive barriers or limitations in expressing their concerns.

The cumulative percentages emphasize a prevailing trend toward agreement, with a combined 77.7% of respondents expressing either agreement or strong agreement. This finding suggests a positive sentiment among stakeholders regarding their ability to communicate their concerns about the project. The mean value (3.96) shows the majority of respondents were agreed to the statement that the project team has created a system for stakeholders for their concern.

Item 2, The project team actively listens to stakeholder concerns and treats them with importance; 46.2% and 35.6% of the respondents were strongly agreed and agreed respectively that stakeholders' concerns are addressed promptly and effectively. This group likely perceives a high level of stakeholder participation and influence in ensuring project success through project team actively listen to stakeholder concern. 5.8% of respondents were neutral, 10.7% and 1.8% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages (81.1%) illuminate the overall sentiment towards the stakeholder concerns are addressed effectively, emphasizing a predominant inclination towards agreement and strongly agreement. The mean value (4.14) shows the majority of respondents were agreed to the statement that the project team actively listens to stakeholder concerns.

Item 3, The project team has established a clear and equitable process for addressing disputes; on affirmative side 35.1% agreed, and a significant 47.1% strongly agreed that disputes are resolved openly and fairly. Approximately 9.8% maintained a neutral stance, indicating a segment with neither strong agreement nor disagreement and another 6.2% and 1.8% of respondents expressed disagreed and strongly disagreed respectively with the statement that the project team has established a clear and equitable disputes mechanism.

The cumulative percentages underscore a discernible trend toward agreement, with a combined 82.2% of respondents expressing either agreement or strong agreement. This finding suggests an overall positive sentiment among stakeholders regarding the transparency and fairness of dispute resolution processes. The mean value (4.20) shows the majority of respondents were agreed to the statement.

Item 4, Stakeholders are satisfied with how the project team addresses their concerns; 47.6% and 31.6% of the respondents were strongly agreed and agreed respectively that stakeholders are satisfied with the project team's handling of their concerns. This group likely perceives a high level of stakeholder participation and influence in ensuring project success through stakeholder satisfaction. 11.1% of respondents were neutral, 8.9% and 0.9% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages (79.2%) illuminate the overall sentiment towards stakeholder satisfaction on project team addresses their concerns, emphasizing a predominant inclination towards agreement and strongly agreement. The mean value (4.16) shows the majority of respondents were agreed to the statement that stakeholders are satisfied with how the project team addresses their concerns.

Item 5, Stakeholders can access independent mechanisms for grievance resolution if they are unsatisfied with the project team's response; on affirmative side 33.3% agreed, and a significant 43.1% strongly agreed that the stakeholders can access external grievance mechanism. Approximately 12.4% maintained a neutral stance, indicating a segment with neither strong agreement nor disagreement and another 8.4% and 2.7% of respondents expressed disagreed and strongly disagreed respectively with the statement that the stakeholders can access external grievance mechanism.

The cumulative percentages underscore a discernible trend toward agreement, with a combined 76.4% of respondents expressing either agreement or strong agreement. This suggests an overall positive sentiment among stakeholders regarding the availability of external mechanisms for grievance redress. The mean value (4.06) shows the majority of respondents were agreed to the statement that the stakeholders can access their mechanisms.

The overall mean of this factor (4.10) indicates majority of the respondents were agreed with the statement that dispute resolution and grievance redress affects project performance.

Table 4.8 Effect of Stakeholder Involvement in Monitoring and Evaluation on Project Performance

Items	Level of Agreement or Disagreement	Frequency	%	Mean
The project team has created a monitoring and evaluation plan that incorporates stakeholder involvement.	Strongly Agree	78	34.7	3.98
	Agree	98	43.6	
	Neutral	24	10.7	
	Disagree	17	7.6	
	Strongly Disagree	8	3.6	
Stakeholders participate in gathering and analyzing data for monitoring and evaluation.	Strongly Agree	128	56.9	4.23
	Agree	52	23.1	
	Neutral	21	9.3	
	Disagree	16	7.1	
	Strongly Disagree	8	3.6	
Stakeholders contribute to the interpretation of the monitoring and evaluation findings.	Strongly Agree	125	55.6	4.16
	Agree	51	22.7	
	Neutral	25	6.7	
	Disagree	27	12	
	Strongly Disagree	7	3.1	
Stakeholders take part in formulating recommendations for enhancements based on the evaluation results.	Strongly Agree	81	36	3.77
	Agree	66	29.3	
	Neutral	39	17.3	
	Disagree	23	10.2	
	Strongly Disagree	16	7.1	
Stakeholders are pleased with the extent of their involvement in the monitoring and evaluation process.	Strongly Agree	105	46.7	4.15
	Agree	74	32.9	
	Neutral	23	10.2	
	Disagree	20	8.9	
	Strongly Disagree	3	1.3	
Overall mean of the effect of stakeholder involvement				

Source: Own Survey, 2024: SPSS 27

Item 1, table 4.7, The project team has created a monitoring and evaluation plan that incorporates stakeholder involvement; 34.7% and 43.6% of the respondents were strongly agreed and agreed respectively that stakeholders are involved in project monitoring and evaluation process. This group likely perceives a high level of stakeholder participation and influence in ensuring project success through stakeholder engagement in monitoring and evaluation. 10.7% of respondents were neutral, 7.6% and 3.6% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages (78.3%) illuminate the overall positive sentiment among stakeholders regarding their active involvement in monitoring and evaluation processes within the context of dispute resolution and grievance redress. The mean value (3.98) shows the majority of respondents were agreed to the statement that stakeholders are involved in project monitoring and evaluation process.

Item 2, Stakeholders participate in gathering and analyzing data for monitoring and evaluation; on affirmative side 23.3% agreed, and a significant 56.9% strongly agreed that stakeholders are actively involved in the collection and analysis of monitoring and evaluation data. Approximately 9.3% maintained a neutral stance, indicating a segment with neither strong agreement nor disagreement and another 7.1% and 3.6% of respondents expressed disagreed and strongly disagreed respectively with the statement that stakeholders are actively involved in the collection and analysis of monitoring and evaluation data.

The cumulative percentages underscore a discernible trend toward agreement, with a combined 80% of respondents expressing either agreement or strong agreement. This finding suggests an overall positive sentiment among stakeholders regarding their participation in the collection and analysis of monitoring and evaluation data within the context of dispute resolution and grievance redress. Active stakeholder involvement in data-related processes is paramount for ensuring a holistic understanding of project dynamics. This engagement not only enhances the credibility and relevance of the evaluation process but also promotes a more inclusive decision-making environment.

The mean value (4.23) shows the majority of respondents were strongly agreed to the statement that stakeholders participate in gathering and analyzing data for monitoring and evaluation.

Item 3, Stakeholders contribute to the interpretation of the monitoring and evaluation findings; 55.6% and 22.7% of the respondents were strongly agreed and agreed respectively that stakeholders' have an involvement in interpreting monitoring and evaluation results. This group likely perceives a high level of stakeholder participation and influence in ensuring project success through stakeholder engagement in interpreting monitoring and evaluation results. 6.7% of respondents were neutral, 12% and 3.1% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages (78.3%) illuminate the overall positive sentiment among stakeholders regarding their active involvement in interpreting monitoring and evaluation results within the context of dispute resolution and grievance redress. The mean value (4.16) shows the majority of respondents were agreed to the statement that stakeholders contribute to the interpretation of the monitoring and evaluation findings.

Item 4, Stakeholders take part in formulating recommendations for enhancements based on the evaluation results; a combined 65.3% of respondents, comprising 29.3% agreeing and 36% strongly agreeing, express a positive sentiment toward stakeholder involvement in formulating recommendations on project improvements. This substantial majority likely perceives stakeholders as playing an active and valuable role in providing recommendations for project enhancement based on the insights derived from monitoring and evaluation activities.

Approximately 17.3% maintained a neutral stance, indicating a segment with neither strong agreement nor disagreement and another 8% and 1.3% of respondents expressed disagreed and strongly disagreed respectively with the statement that stakeholders actively suggest project improvements based on monitoring and evaluation results.

The cumulative percentages underscore a discernible trend toward agreement, with a combined 65.3% of respondents expressing either agreement or strong agreement. The mean value (3.77) shows the majority of respondents were agreed to the statement that stakeholder involvement in formulating recommendations on project improvements.

Item 5, Stakeholders are pleased with the extent of their involvement in the monitoring and evaluation process; 46.7% and 32.9% of the respondents were strongly agreed and agreed respectively that stakeholders’ satisfaction with involvement in monitoring and evaluation. This group likely perceives a high level of stakeholder participation and influence in ensuring project success through stakeholder satisfaction in involvement of monitoring and evaluation. 10.2% of respondents were neutral, 8.9% and 1.3% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages (79.6%) illuminate the overall positive sentiment among stakeholders regarding their satisfaction with active involvement in monitoring and evaluation process within the context of dispute resolution and grievance redress. The mean value (4.15) shows the majority of respondents were agreed to the statement that stakeholders’ satisfaction with involvement in monitoring and evaluation.

The overall mean of this factor (4.06) indicates majority of the respondents were agreed with the statement that stakeholder involvement in monitoring and evaluation affects project performance.

Table 4.9 Measurement of Project Performance

Items	Level of Agreement or Disagreement	Frequency	%	Mean
Projects are finished by the designated timeline.	Strongly Agree	87	38.7	4.07
	Agree	82	36.4	
	Neutral	42	18.7	
	Disagree	12	5.3	
	Strongly Disagree	2	0.9	
Projects are executed within the given budget.	Strongly Agree	115	51.1	4.20
	Agree	65	28.9	
	Neutral	25	11.1	
	Disagree	15	6.7	
	Strongly Disagree	5	2.2	
The standard of work on projects complies with industry norms.	Strongly Agree	109	48.4	
	Agree	61	27.1	

	Neutral	26	11.6	4.08
	Disagree	21	9.3	
	Strongly Disagree	8	3.6	
Project objectives are reliably fulfilled.	Strongly Agree	119	52.9	4.08
	Agree	48	21.3	
	Neutral	26	11.6	
	Disagree	21	9.3	
	Strongly Disagree	11	4.9	
Projects consistently deliver the anticipated social impact and benefits to the community.	Strongly Agree	86	38.2	3.72
	Agree	62	27.6	
	Neutral	30	13.3	
	Disagree	23	10.2	
	Strongly Disagree	24	10.7	
Overall mean of project performance				4.03

Source: Own Survey, 2024: SPSS 27

Item 1, tables 4.8, Projects are finished by the designated timeline; 38.7% and 36.4% of the respondents were strongly agreed and agreed respectively that projects are finished by the designated timeline. 18.7% of respondents were neutral, 5.3% and 0.9% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages (75.1%) illuminate the overall positive sentiment regarding the timely completion of projects. The mean value (4.07) shows the majority of respondents were agreed to the statement that projects are finished by the designated timeline.

Item 2, Projects are executed within the given budget; 51.1% and 28.9% of the respondents were strongly agreed and agreed respectively that projects are finished by the given budget. 11.1% of respondents were neutral, 6.7% and 2.2% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages (80%) illuminate the overall positive sentiment regarding completion of projects within a given budget. The mean value (4.20) shows the majority of respondents were agreed to the statement that projects are finished by the given budget.

Item 3, The standard of work on projects complies with industry norms; 48.4% and 27.1% of the respondents were strongly agreed and agreed respectively that projects are complies with industry norms. 11.6% of respondents were neutral, 9.3% and 3.6% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages of 75.5% underscore the prevailing positive sentiment. These findings suggest a prevailing confidence in the alignment of project outputs with industry norms, fostering a favorable perception of the overall quality of work. The mean value (4.08) shows the majority of respondents were agreed to the statement that projects are comply with industry norms.

Item 4, Project objectives are reliably fulfilled; 52.9% and 21.3% of the respondents were strongly agreed and agreed respectively that the project objectives are reliably fulfilled. 11.6% of respondents were neutral, 9.3% and 4.9% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages reveal a prevailing positive attitude, as 74.4% collectively agree or strongly agree with the statement, signifying a consensus on the effective realization of project goals. These findings underscore the perceived success of project outcomes and provide valuable insights into stakeholders' assessments of project performance. The mean value (4.08) shows the majority of respondents were agreed to the statement that the project objectives are reliably fulfilled.

Item 5, Projects consistently deliver the anticipated social impact and benefits to the community; 38.2% and 27.6% of the respondents were strongly agreed and agreed respectively that projects consistently deliver the anticipated social impact and benefits to the community. 13.3% of respondents were neutral, 10.2% and 10.7% of respondents were disagreed and strongly disagreed respectively.

The cumulative percentages highlight the nature of stakeholder perceptions, with 65.8% collectively agreeing or strongly agreeing, underscoring a prevailing positive sentiment regarding the societal impact of the projects. The mean value (3.72) shows the majority of respondents were agreed to the statement that projects consistently deliver anticipated impact. The overall mean of this factor (4.03) indicates majority of the respondents were agreed to the statement of project performance.

CHAPTER FIVE

ANALYSIS AND INTERPRETATIONS

5.1 Introduction

This chapter presents the analysis and interpretation of data gathered from stakeholders of Mother Teresa Foundation. Data were analyzed in order to assess the correlation between the independent variables, stakeholder practices, and project performance. And also in order to assess the effect of Stakeholder Engagement on Project Performance at Mother Teresa Foundation that tested through software called Statistical Package for Social Science (SPSS) version 27.

5.2 Correlation Analysis

Using the Pearson (r) correlation coefficient, it was possible to determine whether there was a linear relationship between the independent variables, stakeholder engagement strategies, and project performance. This coefficient indicates the direction and strength of the linear relationship between the variables. Pabachnic and Fidell (2007) established the following general guideline about the range of coefficients and the degree of correlation.

Table 5.1 Pearson Correlation Coefficient Size

Coefficient range (r)	Strength of association
±0.50 to ±1	Strong
±0.30 to ±0.49	Moderate
±0.1 to ±0.29	Weak

Source: Pabachnic and Fidell, (2007)

Table 5.2 Correlation between Stakeholder’s Engagement and Project Performance

Correlations						
		Stakeholder Analysis and Planning	Disclosure and Dissemination of Information	Dispute Resolution and Grievance Redress	Stakeholder Involvement in Monitoring and Evaluation	Project Performance
Stakeholder Analysis and Planning	Pearson Correlation	1	.165*	.244**	.133*	.277**
	Sig. (2-tailed)		.013	.000	.046	.000
	N	225	225	225	225	225
Disclosure and Dissemination of Information	Pearson Correlation	.165*	1	.405**	.524**	.524**
	Sig. (2-tailed)	.013		.000	.000	.000
	N	225	225	225	225	225
Dispute Resolution and Grievance Redress	Pearson Correlation	.244**	.405**	1	.436**	.628**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	225	225	225	225	225
Stakeholder Involvement in Monitoring and Evaluation	Pearson Correlation	.133*	.524**	.436**	1	.474**
	Sig. (2-tailed)	.046	.000	.000		.000
	N	225	225	225	225	225
Project Performance	Pearson Correlation	.277**	.524**	.628**	.474**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	225	225	225	225	225
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Own Survey, 2024: SPSS 27

Pearson correlation was used to investigate the relationship between stakeholder engagement practices and project performance. As depicted in table 5.2 above, stakeholder analysis and planning demonstrated strong positive correlations with disclosure and dissemination of

information ($r = 0.165$, $p < 0.05$), dispute resolution and grievance Redress ($r = 0.244$, $p < 0.01$), stakeholder involvement in monitoring and evaluation ($r = 0.133$, $p < 0.05$), and project performance ($r = 0.277$, $p < 0.01$). These findings suggest that effective stakeholder analysis and planning are associated with a higher likelihood of successful information disclosure, dispute resolution, stakeholder involvement in monitoring and evaluation, and improved project performance.

Similarly, disclosure and dissemination of information exhibited strong positive correlations with dispute resolution and grievance redress ($r = 0.405$, $p < 0.01$), stakeholder involvement in monitoring and evaluation ($r = 0.524$, $p < 0.01$), and project performance ($r = 0.524$, $p < 0.01$). These results imply that transparent communication and information sharing are linked to better resolution of disputes, increased stakeholder involvement in monitoring and evaluation activities, and enhanced overall project performance.

Furthermore, dispute resolution and grievance redress demonstrated a positive correlation with stakeholder involvement in monitoring and evaluation ($r = 0.436$, $p < 0.01$) and project performance ($r = 0.628$, $p < 0.01$), indicating that effective mechanisms for resolving disputes are associated with greater stakeholder engagement in project monitoring and evaluation as well as improved project performance.

Stakeholder involvement in monitoring and evaluation exhibited a strong positive correlation with project performance ($r = 0.474$, $p < 0.01$), emphasizing the potential positive impact of stakeholder engagement in these processes on overall project success. These results provide a robust foundation for subsequent analyses and discussions on the dynamics between stakeholder engagement strategies and project outcomes.

5.3 Assumption Tests for Regression Analysis

For multiple regressions to work, a few presumptions must be true. The following hypotheses were so examined prior to the use of regression analysis. Due to the fact that it addresses the basis on which statistical conclusions and outcomes are made. In all cases, meeting some of the assumptions is essential to a successful analysis, however some methodologies are less impacted by breaking specific assumptions, which are referred to as robustness. Multivariate

normality, homoscedasticity, absence of multicollinearity, and independence of error (lack of autocorrelation) are testing these assumptions.

5.3.1 Multicollinearity Test

In a regression model, multicollinearity occurs when two or more predictors have an excessively high correlation with one another. Because multicollinearity involves more than two variables, it only becomes an issue in multiple regressions. When at least one predictor is a perfect linear combination of the others, perfect collinearity is present. MC is often checked using the variance inflation factor (VIF). The predictor's strong linear link with the other predictor or predictors is indicated by the VIF. As long as the tolerance statistic was higher than 0.10 and the variance inflation factor (VIF) was less than 10, MC was not an issue, according to Field (2009).

Table 5.3 Multicollinearity Statistics

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
Stakeholder Analysis and Planning	.935	1.069
Disclosure and Dissemination of Information	.684	1.461
Dispute Resolution and Grievance Redress	.739	1.353
Stakeholder Involvement in Monitoring and Evaluation	.666	1.502

a. Dependent Variable: Project Performance

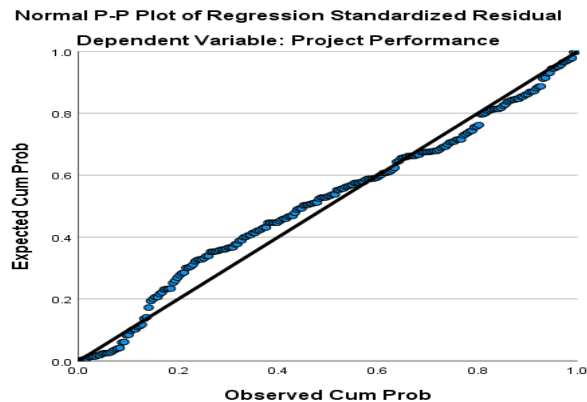
Source: Own Survey, 2024: SPSS 27

In the above Table 5.3 indicates that all tolerance values surpass the threshold of 0.1, and none of the VIF values exceed 10. Therefore, no multicollinearity is observed in this model.

5.3.2 Normality Test

Whether or not the data distribution in this study is normal is another problem. A visual examination of a data set's normal distribution can be done using graphical techniques like histograms and normality plots before the regression analysis is further interpreted. P-P plots, also known as probability-probability plots, are a popular graph used to verify that the

distribution is normal. The normal probability plot, or NPP, is a tool used to examine the form of a random variable's probability density function, or PDF. The variable is said to be normally distributed if the NPP's fitted line roughly resembles a straight line.

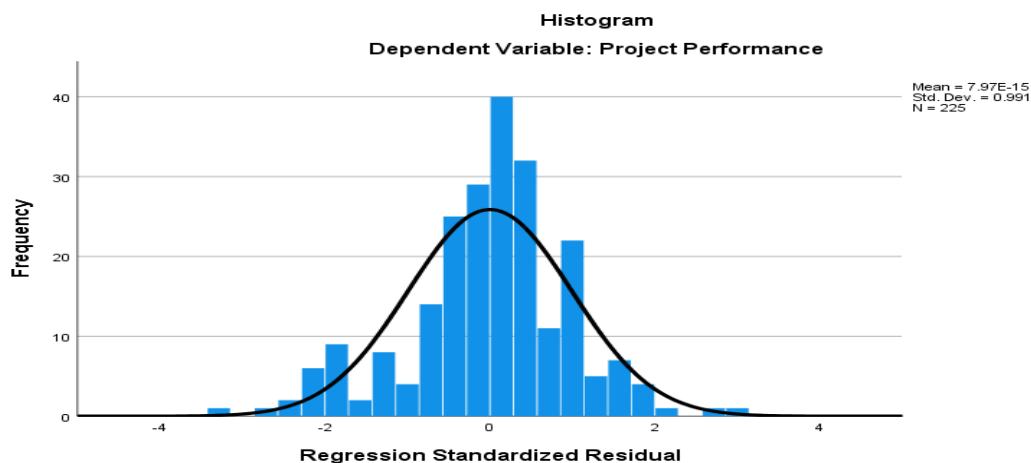


Source: Own Survey, 2024: SPSS 27

Figure 5.1 Normal P-P plot of Regression Standardize Residual

Hence, Figure 5.1 indicated that residuals from the research model regression are approximately normally distributed, because a straight line gives the impression to fit the data reasonably well. Thus, the second assumption is met.

Histogram can provide important information about the shape of a distribution. If most of the scores are gathered around the middle of the continuum and a gradual decrease of frequency on either side of the center score occurs, it is considered a normal distribution.



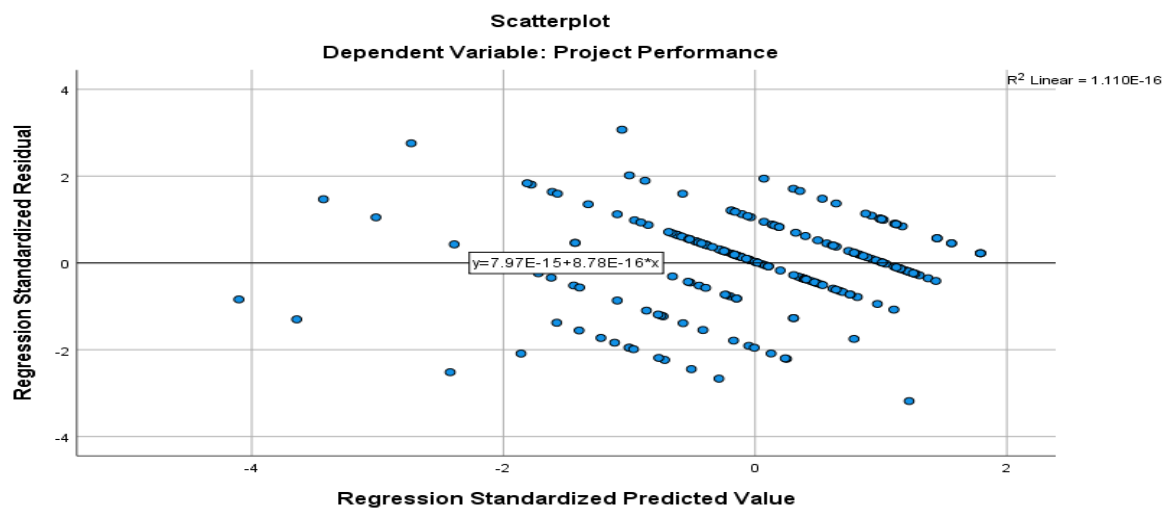
Source: Own Survey, 2024: SPSS 27

Figure 5.2 Histogram of Normality Test

In the above Figure 5.2, most scores are gathered around the middle and the histogram is a bell-shaped, so it is clearly considered that the residuals are normally distributed.

5.3.3 Homoscedasticity Test

The idea of homoscedasticity states that the dependent variable should have an equal degree of variance across the range of the predictor variables. The assumption of normality and homoscedasticity are related because a homoscedastic relationship between the variables occurs when the assumption of normality is satisfied. It can also be tested graphically by a scattered plot of the residuals. If the points on the plot are discovered at the same distance from the line, it is considered that the residuals are homoscedastic.



Source: Own Survey, 2024: SPSS 27

Figure 5.3 Scatter Plot of Regression Standardize Residuals

Hence, Figure 5.3 indicates the residuals fairly found equal distance from the line, the third assumption is met.

5.3.4 Independence of Error or No Autocorrelation Test

Regression error independence is the underlying assumption. To determine if the residuals are independent or uncorrelated, the Durbin-Watson test is employed. The range of Durbin-Watson is 0 to 4. According to Field (2009), if the Durbin-Watson statistic is near 2 or falls between 1.5 and 2.5, this assumption is probably true. Concerning values that are greater than

3 or less than 1 could invalidate our analysis. The study's Durbin-Watson test result was 1.802, which is nearer to 2, providing evidence that the assumptions regarding the residuals' independence were upheld.

5.4 Regression Analysis

A statistical method for examining the connections between project performance and stakeholder engagement strategies is regression analysis. Researchers compile data on the underlying variables on the variable they influence in order to determine the causal influence of one variable on another. The calculated relationships' statistical significance is usually assessed by researchers. We used multiple regression analysis to look at how stakeholder engagement affected project performance. A 95% confidence interval was employed with a significance level of 0.05. A value of greater than 50% is considered acceptable for the coefficient of determination (R²), which measures the percentage of the dependent variable's variance that can be accounted for by the independent variables (Hair et al., 1998). The dependent variable is more fully described by the explanatory factors when the R² value is higher.

Table 5.4 Model Summary

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.710 ^a	.504	.495	.50349	1.802
a. Predictors: (Constant), Stakeholder Involvement in Monitoring and Evaluation, Stakeholder Analysis and Planning, Dispute Resolution and Grievance Redress, Disclosure and Dissemination of Information					
b. Dependent Variable: Project Performance					

Source: Own Survey, 2024: SPSS 27

From the above table 5.4, it has been seen R value is 0.71 for the overall stakeholder engagement practices namely stakeholder analysis and planning, disclosure and dissemination of information, dispute resolution and grievance redress and stakeholder involvement in monitoring and evaluation suggested that there is a strong effect of independent variables on the project performance. And also from the above table, the R² value is 0.504, which

representing that 50.4% of the portion of project performance is explained by the four stakeholder engagement practices that are included on this thesis. And the remaining 49.6% of the project performance portion may explain by other unexplored variables.

Table 5.5 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.689	4	14.172	55.906	.000 ^b
	Residual	55.771	220	.254		
	Total	112.460	224			
a. Dependent Variable: Project Performance						
b. Predictors: (Constant), Stakeholder Involvement in Monitoring and Evaluation, Stakeholder Analysis and Planning, Dispute Resolution and Grievance Redress, Disclosure and Dissemination of Information						

Source: Own Survey, 2024: SPSS 27

Table 5.5 presents the Analysis of Variance (ANOVA) results, offering a comprehensive evaluation of the multiple linear regression model overall statistical significance in explaining the variance in Project Performance. The ANOVA table is instrumental in assessing whether the inclusion of the predictor variables significantly improves the model fit compared to a model with no predictors.

The "Regression" row indicates that the model, collectively represented by stakeholder involvement in monitoring and evaluation, dispute resolution and grievance redress, disclosure and dissemination of information, and stakeholder analysis and planning, is statistically significant ($f = 55.906$, $p < .001$). This signifies that the variation in project performance is not merely due to chance, but rather a result of the predictive utility of the included variables.

The "Residual" row represents the unexplained variability in project performance not accounted for by the model. In summary, the statistically significant F-statistic suggests that at least one of the independent variables significantly contributes to explaining the variance in project performance. These ANOVA results strengthen the validity of the multiple regression models, emphasizing its overall efficacy in capturing and explaining the observed patterns in project outcomes.

Table 5.6 Regression of Stakeholder Engagement Variables and Project Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.228	.282		.806	.421
	Stakeholder Analysis and Planning	.116	.052	.109	2.229	.027
	Disclosure and Dissemination of Information	.233	.052	.260	4.530	.000
	Dispute Resolution and Grievance Redress	.469	.059	.438	7.938	.000
	Stakeholder Involvement in Monitoring and Evaluation	.131	.058	.132	2.261	.025

a. Dependent Variable: Project Performance

Source: Own Survey, 2024: SPSS 27

The above Table 5.6 shows the contribution of each independent variable to the dependent variable. Accordingly, the variable which has high standardize (β) coefficient and less value of significance level ($p < 0.05$) has strong effect on dependent variable (Pallant, 2005). The “Constant” represents the intercept of the regression equation, and the subsequent rows detail the coefficients for each independent variable.

As depicted in the above table, the Stakeholder Analysis and Planning ($\beta = 0.116$, sig = 0.027), Disclosure and Dissemination of Information ($\beta = 0.233$, sig = 0.000), Dispute Resolution and Grievance Redress ($\beta = 0.469$, sig = 0.000), Stakeholder Involvement in Monitoring and Evaluation ($\beta = 0.131$, sig = 0.025) were statistically significant that affects project performance. The relative importance of the predictors is determined by looking at the standardize coefficients. In this study, dispute resolution and grievance redress, have the highest standardize coefficient (0.438) and p value of 0.000 followed by disclosure and dissemination of information with a coefficient of 0.260 and p value of 0.000. Thus, dispute resolution and grievance redress was found out to be the best predictor.

Hypothesis testing is based on unstandardized coefficient beta and P-value to test whether the hypothesis are rejected or not.

H1: Stakeholder analysis and planning has a positive and significant effect on project performance.

Stakeholder analysis and planning have positive relation and significant effect on project performance with beta value ($\beta=0.116$, $\text{sig}=.027$), at 95% confidence level ($P<0.05$) as the result of multiple regressions presented in **table 5.6** above showed. Therefore, the researcher can reject the null hypothesis and accept the alternative hypothesis that stakeholder analysis and planning has positive and significant effect on project performance. This finding is consistent with the previous finding of Njogu, (2018).

H2: Disclosure and dissemination of information has a positive and significant effect on project performance.

Disclosure and dissemination of information have positive relation and significant effect on project performance with beta value ($\beta=0.233$, $\text{sig}=.000$), at $P<0.01$ as the result of multiple regressions presented in **table 5.6** above showed. Therefore, the researcher can reject the null hypothesis and accept the alternative hypothesis that disclosure and dissemination of information has a positive and significant effect on project performance. This finding is consistent with the previous finding of Freeman's, (2017).

H3: Dispute resolution and grievance redress has a positive and significant effect on project performance.

Dispute resolution and grievance redress have positive relation and significant effect on project performance with beta value ($\beta= 0.469$, $\text{sig}=.000$), at $P<0.01$ as the result of multiple regressions presented in **table 5.6** above showed. Therefore, the researcher can reject the null hypothesis and accept the alternative hypothesis that dispute resolution and grievance redress has a positive and significant effect on project performance. This finding is consistent with the previous finding of Volger et al. (2017).

H4: Stakeholder involvement in monitoring and evaluation has a positive and significant effect on project performance.

Stakeholder involvement in monitoring and evaluation have positive relation and significant effect on project performance with beta value ($\beta= 0.131$, $\text{sig}=.025$), at $P<0.05$ as the result of multiple regressions presented in **table 5.6** above showed. Therefore, the researcher can reject the null hypothesis and accept the alternative hypothesis that stakeholder involvement in monitoring and evaluation has a positive and significant effect on project performance. This finding is consistent with the previous finding of Newig and Fritsch's, (2009).

The regression equation/estimated model for the multiple linear regression model, based on the coefficients presented in Table 5.6, can be expressed as follows:

$$\text{Project Performance} = 0.228 + 0.116*(\text{Stakeholder Analysis and Planning}) + 0.233*(\text{Disclosure and Dissemination of Information}) + 0.469*(\text{Dispute Resolution and Grievance Redress}) + 0.131*(\text{Stakeholder Involvement in Monitoring and Evaluation})$$

This equation represents the estimated relationship between the specified stakeholder engagement constructs and project performance. It allows for the prediction of project performance based on the values of the independent variables, taking into account their respective coefficients. Each coefficient indicates the magnitude and direction of the impact of the corresponding variable on the predicted project performance.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATION

6.1 Summary of Key Finding

The study was intended to investigate the effect of stakeholder engagement practices on project performance; the case of Mother Teresa Foundation at Addis Ababa branch based on the questionnaire consisting of 225. The results of background information of respondents indicated that majority of the total respondents (65.8% and 61.8%) were male and 31-35 age groups respectively, the major designation group (44.8%) were other members of the project like beneficiaries, donors, volunteers and etc. The total respondents (57.3%) are BSC/BA degree holder and (40%) of the respondents were have been worked with the organization for 6 - 10 years which takes the majority. The items included in the rating scale were grouped in to four dimensions these are stakeholder analysis and planning, disclosure and dissemination of information, dispute resolution and grievance redress and stakeholder involvement in monitoring and evaluation.

The results of the descriptive statistical analysis indicated that most of the respondents are good for the stakeholder engagement practices and the independent variables has a major impact on the project performance by linking the stakeholders involvement with organization project goals. Stakeholders exert weak performance for weak engagement practice, moderate performance for moderate engagement practice and their best performance for strong and attractive engagement practice. Therefore, the organization needs to work on these engagement practices such as stakeholder analysis and planning, disclosure and dissemination of information, dispute resolution and grievance redress and stakeholder involvement in monitoring and evaluation continuously to make the engagement practice strong and attractive that satisfies and motivate the stakeholders which leads to for a better project performance and organizational success.

The finding of the correlation analysis showed that there is a positive strong correlation between stakeholder engagement variables such as stakeholder analysis and planning, disclosure and dissemination of information, dispute resolution and grievance redress and stakeholder involvement in monitoring and evaluation and project performance. From the R

square value it is shown that 0.50 or 50% of variation in project performance is explained by the independent variables (stakeholder analysis and planning, disclosure and dissemination of information, dispute resolution and grievance redress and stakeholder involvement in monitoring and evaluation) that were included in this study.

The multiple regression results showed that all independent stakeholder engagement variables such as stakeholder analysis and planning, disclosure and dissemination of information, dispute resolution and grievance redress and stakeholder involvement in monitoring and evaluation have positive and significant effect on dependent variables (project performance).

6.2 Conclusion

The general objective of this study was to analyze the effect of stakeholders engagement on project performance; the case of Mother Teresa Foundation at Addis Ababa branch. The study analyzed the effect of stakeholder analysis and planning, disclosure and dissemination of information, dispute resolution and grievance redress and stakeholder involvement in monitoring and evaluation on project performance. As table 5.2 revealed the Pearson Coefficient result indicates that there is a slightly weak positive relationship ($r = 0.277$, $P < 0.01$) between stakeholder analysis and planning and project performance. In addition table 5.6 also revealed that stakeholder analysis and planning have positive and significant effect on project performance with a beta value ($\beta = 0.116$, $\text{sig} = 0.027$), at 95% confidence level ($P < 0.05$).

As indicated in table 5.2 disclosure and dissemination of information have strong positive relationship with project performance ($r = 0.524$, $P < 0.01$) and have positive and significant effect on project performance with a beta value ($\beta = 0.233$, $\text{sig} = .000$), at 95% confidence level ($P < 0.05$) as indicated in table 5.6. As indicated in table 5.2 dispute resolution and grievance redress have strong positive relationship with project performance ($r = 0.628$, $P < 0.01$) and have a positive and significant effect on project performance with a beta value ($\beta = 0.469$, $\text{sig} = .000$), at 95% confidence level ($P < 0.05$) as showed in table 5.6. Stakeholder involvement in monitoring and evaluation have strong positive relationship with project performance ($r = 0.628$, $P < 0.01$) as indicated in table 5.2 and have a positive and significant

effect on project performance with a beta value ($\beta = 0.131$, sig = 0.025), at 95% confidence level ($P < 0.05$) as showed in table 5.6.

The study in general showed that all the independent stakeholder engagement variables included in this study (stakeholder analysis and planning, disclosure and dissemination of information, dispute resolution and grievance redress and stakeholder involvement in monitoring and evaluation) played a great role on the project performance of four projects at Mother Teresa Foundation Orphanage program as evidenced by the findings from the study.

6.3 Recommendations

Based on the findings and conclusions of the study, the researcher forwards the following recommendations,

- ❖ As the stakeholders analysis and planning have a positive and significant effect on project performance the NGO's need to give a due attention to the variable that stakeholder's involvement on analysis and engagement plan of the project and needs to work on stakeholders' engagement on analysis and planning stage in order to improve project performance. It is important to regularly update these plans, as the project landscape is ever-changing and stakeholder dynamics may evolve.
- ❖ Disclosure and dissemination of information also have a positive and significant effect on project performance therefore the NGO's expected to give the necessary emphasis on disclosure and dissemination of information and set up a clear communication protocols to ensure transparent and consistent information sharing with stakeholders. Effective communication builds trust among stakeholders, enhances understanding of project objectives and allow for timely information distribution.
- ❖ Similarly, dispute resolution and grievance redress have a positive and significant effect on project performance therefore the NGO's expected to give due attention and work on dispute resolution continuously in order to enhance project performance. Establishing a clear and equitable process for addressing disputes among stakeholders increases their ability to communicate their concern about the project and allow effective project performance.

- ❖ Stakeholder involvement in monitoring and evaluation also have a positive and significant effect on project performance therefore the NGO's expected to give a necessary attention on stakeholder involvement in monitoring and evaluation to enhance project performance. Active stakeholder involvement in data related processes is paramount for ensuring a holistic understanding of project dynamic. This engagement not only enhances the relevance of the evaluation process but also promote a more inclusive decision-making environment.
- ❖ In general all the independent stakeholder engagement practices such as stakeholder analysis and planning, disclosure and dissemination of information, dispute resolution and grievance redress and stakeholder involvement in monitoring and evaluation have a positive and significant effect on project performance. Therefore, the NGO project teams need to work on these stakeholder engagement variables continuously and consistently with a due attention and emphasis to attract, satisfy and motivate its stakeholders as this works directly to the project performance in all projects which is the base for the project to perform well within a designated timeline and budget.

6.4 Suggestion for Further Research

The researcher recommends the following for future researches:

- ❖ This research can be replicated using panel or longitudinal data and on a larger scale to examine cross-regional similarities and differences;
- ❖ It can be compared by including more organizations from various geographic areas regarding the impact of stakeholder engagement on project performance;
- ❖ It can be expanded by adding additional key performance indicators for stakeholder engagement initiatives; and it can be conducted as a meta-analysis of earlier studies based on Ethiopian stakeholder engagement practices.

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ANNEX

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF BUSINESS ADMINISTRATION
QUESTIONNAIRE

Dear sir/madam

I am conducting a research on **“The Effect of Stakeholder Engagement on Project Performance in Mother Teresa Foundation at Addis Ababa branch”**. This research is conducted in partial fulfillment of the requirement for the Degree of Masters development management. For the successful accomplishment of the research, the genuine response of the stakeholders of Mother Teresa Orphanage will have pivotal role and will be used as a valuable and primary input for the study. So, you are kindly and humbly requested to take few moments of your busy schedule and genuinely fill this questionnaire.

The information will be used only for academic purposes and your response will be treated with strict confidentiality and anonymity.

To indicate your response, please put a mark in appropriate box and I thank you in advance for taking your time to complete the questionnaire.

With Best Regards,

Tsion Shewandagnew

(Student, MA in Business Administration)

Instructions:-

I. Writing your name is not necessary

II. In all cases where answer options are available please make tick mark (√) in the appropriate box where the choice is appropriate for you.

Section I: Respondent's Profile

1. Name of Organization _____

2. Gender:- Male Female

3. Age:- 25-30 31-35 36-40 above 40

4. Educational Background: -

Diploma BSC /BA MBA/ MSC PhD

5. Work Experience: -

1- 5years 6-10 years 11-15 years above 15

6. Position: -

Field Coordinator Project Manager Program Manager

Government Official Other -----

Section II: Stakeholder Engagement Practices

Rate the following items in terms of the level of agreement by putting a tick in the space provided under Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree

Stakeholder Analysis and Planning

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The project team has recognized all pertinent stakeholders who could be impacted by or have an interest in the project.					

The project team possesses a strong understanding of the requirements and concerns of each stakeholder group.					
The project team has created a strategy for engaging with each stakeholder group, considering their specific needs and interests.					
The project team has shared the engagement strategy with all stakeholders.					
The project team is adaptable and open to modifying the engagement strategy as necessary.					

Disclosure and Dissemination of Information

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The project team has engaged with stakeholders regarding the project's design and execution.					
Stakeholders have been allowed to share their input on the project.					
The project team has taken stakeholder feedback into account and made adjustments in the project's design and execution.					
The project team is updating stakeholders on the project's progress and any modifications to its design or implementation.					
The project team is offering stakeholders chances to be involved in the project's monitoring and evaluation.					

Dispute Resolution and Grievance Redress

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The project team has created a system for stakeholders to express their concerns about the project.					
The project team actively listens to stakeholder concerns and treats them with importance.					
The project team has established a clear and equitable process for addressing disputes.					
Stakeholders are satisfied with how the project team addresses their concerns.					
Stakeholders can access independent mechanisms for grievance resolution if they are unsatisfied with the project team's response.					

Stakeholder Involvement in Monitoring and Evaluation

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The project team has created a monitoring and evaluation plan that incorporates stakeholder involvement.					
Stakeholders participate in gathering and analyzing data for monitoring and evaluation.					
Stakeholders contribute to the interpretation of the monitoring and evaluation findings.					
Stakeholders take part in formulating recommendations for enhancements based on the evaluation results.					

Stakeholders are pleased with the extent of their involvement in the monitoring and evaluation process.					
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Project Performance

Rate the following items in terms of the level of agreement by putting a tick in the space provided under Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree.

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Projects are finished by the designated timeline.					
Projects are executed within the given budget.					
The standard of work on projects complies with industry norms.					
Project objectives are reliably fulfilled.					
Projects consistently deliver the anticipated social impact and benefits to the community.					

