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**COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
DEPARTMENT PROJECT MANAGEMENT**

**THE EFFECT OF STAKEHOLDERS' ENGAGEMENT ON PROJECT
PERFORMANCE IN THE CASE OF SASAKAWA AFRICA
ASSOCIATION CORE PROJECT**

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MAY 2024

ADDIS ABABA, ETHIOPIA

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GSE/7096/14**

A Project Work Submitted to Addis Ababa University College of Business and Economics
School of Commerce in Partial Fulfillment of the Requirements for the Degree of Master of
Arts in Project Management (MAPM)

ADVISOR: WORKU MEKONNEN (PhD)

**MAY 2024
ADDIS ABABA, ETHIOP**

STATEMENT OF DECLARATION

I, hereby, declare that this study entitled “The Effect of Stakeholders’ Engagement on Project Performance in the Case of Sasakwa Africa Association Core Project” is submitted in partial fulfilment of the requirement for Degree of Master’s in project management with the guidance and support of the thesis advisor. This study is my original work, and it has not been presented for any degree or diploma program in this or any other university/institution, and all source of materials used have been duly acknowledged.

Declared by: Yeabsira Tesfaye Dessalegne

Signature _____

Date _____

LETTER OF CERTIFICATE

This is to certify that this research project, undertaken by Yeabsira Tesfaye Dessalegne, “The Effect of Stakeholders’ Engagement on Project Performance in the Case of Sasakwa Africa Association Core Project” is her own original work and it has not been submitted to any institution.

Worku Mekonnen (PhD)

Research Advisor

APPROVAL BY BOARD OF EXAMINERS

Members of the Board of Examiners approve that this research project entitled , “The Effect of Stakeholders’ Engagement on Project Performance in the Case of Sasakwa Africa Association Core Project” undertaken by Yeabsira Tesfaye Dessalegne fulfills the requirements for the Degree of Master of Arts in Project Management and is acceptable with regards to the standards and regulations of the University .

Signed by the Examining Committee:

External Examiner : _____ Signature : _____ Date : _____

Internal Examiner: _____ Signature: _____ Date: _____

Advisor: _____ Signature: _____ Date: _____

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ABSTRACT

Stakeholder engagement is widely recognized as crucial for successful project performance, but it is still necessary to understand its specific impact on the performance of agricultural development projects such as the Sasakawa Africa Association's core projects. There is limited empirical evidence and research conducted within the context of agricultural development projects in Ethiopia particularly focusing on smallholder farmers. Therefore, this research is designed to understand the effect of stakeholder engagement on project performance in the case of SAA Core projects. The study employed an explanatory research design and quantitative research approach. A closed-ended five-point Likert scale questionnaire was used for data collection and the data was collected from 33 individuals working on the core project. The collected data was statistically analyzed using SPSS version 29, which produced descriptive and deductive statistical outputs. The study had two sets of variables, the independent variables were Stakeholder identification and communication encompasses stakeholder identification and analysis, Information Disclosure, and Reporting to stakeholders. The second independent variable is Stakeholder Involvement in Project life which involves stakeholder consultation, grievance management, negotiation and partnership, and stakeholder involvement in project monitoring. The third independent variable is the Integration of stakeholder engagement in management function and project performance as the dependent variable. The findings show a significant and positive relationship between project performance and all project stakeholder engagement variables. Based on the results, to further enhance project performance, the study recommends that SAA adopt tailored stakeholder identification and communication strategies, prioritize collaborative stakeholder engagement across the agricultural sector and local communities, integrate stakeholder inputs into planning and decision-making processes, and invest in capacity building for project staff in stakeholder management and relationship building.

Key Words: *Stakeholder Identification and Analysis, Information Disclosure, Reporting to Stakeholders, Stakeholder Consultation, Grievance Management, Negotiation and Partnership, Stakeholder Involvement in Project Monitoring, Management Function and Project Performance*

ACRONYMS AND ABBREVIATIONS

DA: Development Agents

EA: Extension Agents

PCD: Personnel Capacity Development

SAA: Sasakawa Africa Association

SAFE: Sasakawa Africa Fund for Extension Education

SNNP- Southern Nations, Nationalities, and Peoples

SPSS: Statistical Package for the Social Sciences

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CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

One of the essential aspects of project management is stakeholder management; it refers to the process of actively involving stakeholders throughout the project lifecycle, from initiation to completion. Stakeholder engagement goes beyond communication and consultation and includes identifying stakeholders, understanding their needs and expectations, involving them in the decision-making process, and managing their concerns and interests. Stakeholders can be defined as individuals, groups, or organizations with an interest or those affected by the project, and can include project sponsors, end-users, regulatory bodies, community groups, and other entities (Bakkah Learning, 2024). They may have varying levels of influence and involvement throughout the project lifecycle. To maximize project success and sustainability there should be strong coordination and communication among different stakeholders.

The Project Management Institute (PMI, 2013) examined stakeholder management from three dimensions: identifying the people, groups, or organizations that could impact or be impacted by a project, analyzing their expectations and potential impact on the project, and developing and implementing appropriate strategies for effectively engaging them towards the achievement of project goals. The involvement of stakeholders is crucial as an essential aspect in decision-making and development planning because stakeholders are parties that influence or are influenced by those plans.

Stakeholder involvement takes into account understanding the attitudes of stakeholders throughout a project's lifecycle and stakeholders' actions that meet their expectations (Beringer et al. 2013). It concentrates on uninterrupted communication with stakeholders to translate their anticipations and needs, manage their problems and conflicting interests, and deploy appropriate engagement strategies to meet project goals (PMI, 2013).

In the context of agricultural development projects, stakeholder engagement becomes even more crucial. These projects often involve diverse stakeholders, including smallholder farmers, local communities, government agencies, research institutions, and private sector actors. The success of such projects depends on the effective integration of local knowledge,

resources, and social dynamics, which can only be achieved through meaningful engagement with stakeholders. This aligns with (Velten et al., 2021), who state that collaboration among stakeholders is crucial for the success of sustainable agriculture. Therefore, an analysis of stakeholder roles is necessary to understand their strengths, competitiveness, and attitudes toward the intended goals of this development project.

1.2. Background of the Organization and Project

The Sasakawa Africa Association (SAA) is an international non-governmental organization (NGO) co-founded in 1986 in Geneva by Nobel Laureate Dr. Norman Borlaug, Japanese philanthropist Ryoichi Sasakawa (Nippon Foundation), and former US President Jimmy Carter. SAA was also registered in Tokyo, Japan, in 2017.

SAA's field operations are currently focused on four priority countries: Ethiopia, Mali, Nigeria, and Uganda. Through its SAFE/PCD program, SAA also operates in Burkina Faso, Benin, Ghana, Malawi, Tanzania, Mozambique, and Sierra Leone, in addition to the four countries mentioned. The Ethiopian SG 2000 program was established in 1993, with a country office in Addis Ababa, and has been the SAA country program since then. The program has worked to improve smallholder farmers' crop productivity to achieve food security and increase their incomes by building their capacity, as well as the capacity of extension agents and other actors along the agricultural value chain, and facilitating access to improved technology, knowledge, and information.

SAA Ethiopia currently operates in four regions of Ethiopia through its extension program: Tigray, Amhara, Oromia, and Southern Nations, Nationalities, and Peoples (SNNP), and nine universities (Arba Minch, Bahir Dar, Haramaya, Hawassa, Jigjiga, Jimma, Samara, Mekelle and Wollo) through its SAFE/PCD program.

To respond to the emerging challenges and meet the changing needs of the country's development, SAA interventions have evolved in addressing different nodes of the agricultural value chain: from a focus on crop production enhancement between 1993 and 1995 to embracing postharvest management, agro-processing and markets between 1996 and 2010; to market-oriented production across value chains (2011-2018); to an extension models approach (2019-2020); and currently to sustainable and regenerative agriculture, nutrition-sensitive and market-oriented agriculture that goes from 2021 to 2025.

1.3. Statement of the Problem

Effective stakeholder management is critical for achieving optimal project performance and ensuring its success. A project is said to be successful when it attains its objectives and aligns with stakeholder expectations. Especially for the effective implementation of Food and Agricultural projects, the higher level of stakeholder engagement has a positive effect on the project.

According to (Benson et al. 2013), exploring stakeholder engagement issues in food and agriculture policy processes becomes a critical research gap. Improving the quality of such interactions has the potential to better inform and empower key actors in the agri-food system while also producing a more pluralistic and inclusive public policy capable of delivering desired outcomes (Mockshell and Birner, 2015).

The idea of stakeholder involvement in the agricultural sector has grown due to the belief that such involvement can generate positive impacts on sustainable agriculture and support participation, empowerment, and inclusive stakeholder engagement (Adil et al. 2022). In the SAA, the stakeholders have a major influence on the project's performance. The range of project stakeholders, both in terms of their numbers and diversity, plays a crucial role in influencing the outcomes of ongoing projects. In the SAA's annual performance report for the year 2023, several challenges were highlighted regarding stakeholder engagement in the project performance. The report identified a lack of development Agents (DAs) at the sub-woreda or "Ketena" level in Addis Ababa, the lack of commitment, loose follow-up, and inadequate technical support from Extension Agents (EAs), negligence displayed by some host farmers and the poor identification of agro dealer members by the Angacha Woreda Agriculture Office as challenges that created difficulties in carrying out the intended activities. (SAA, 2024)

While stakeholder engagement is widely recognized as crucial for successful project performance, it is still necessary to understand its specific impact on the performance of agricultural development projects such as the Sasakawa Africa Association's core projects. There is limited empirical evidence and research conducted within the context of agricultural development projects in Ethiopia particularly focusing on smallholder farmers. Therefore, this research is designed to understand the effect of stakeholder engagement on project performance in the case of SAA Core projects.

1.4. Research Questions

This study seeks to answer the following research questions.

- How does Stakeholder identification and communication affect project performance within the Sasakawa Africa Association (SAA)?
- How does stakeholder involvement in Project Life affect project performance within the Sasakawa Africa Association (SAA)?
- What is the effect of integrating stakeholder engagement into management functions on project performance within the Sasakawa Africa Association (SAA)?

1.5. Research Objective

1.5.1. General Objective

The main objective of this study is to examine the effect of stakeholder engagement on project performance in the Sasakawa Africa Association Core project.

1.5.2. Specific Research Objectives

The specific objectives of the research are:-

- To analyze the effect of stakeholder identification and communication on project performance within the Sasakawa Africa Association (SAA).
- To explore the influence of stakeholder involvement in Project Life on project performance within the Sasakawa Africa Association (SAA).
- To examine the effect of integrating stakeholder engagement into management functions on project performance within the Sasakawa Africa Association (SAA)

1.6. Significance of the Study

The findings of this study will offer valuable insights to the Sasakawa Africa Association, enabling them to assess and enhance their stakeholder engagement strategies. The organization can leverage the recommendations to improve collaboration with stakeholders, align project objectives with stakeholder needs, and effectively manage expectations and concerns. In addition, it will provide practical guidance and recommendations for effective

stakeholder engagement strategies. Project managers, development practitioners, and policymakers can utilize these insights to design and implement stakeholder engagement processes that foster collaboration, address challenges, and enhance project outcomes.

This study will also serve as a foundation for future research on stakeholder engagement and project performance, expanding the understanding of this topic in the context of agricultural development projects in Ethiopia.

1.7. Scope of the Study

This study aims to assess the effect of stakeholder engagement on project performance in the case of Sasakawa Africa Association core projects. The study will focus on projects within the current strategic plan which focus on sustainable and regenerative agriculture, nutrition-sensitive and market-oriented agriculture. The time scope of the study will cover the period from 2021 to 2025.

1.8. Limitations of the Study

This study was subject to several limitations. Firstly, the sample size was relatively small, focusing on internal stakeholders such as the project staff, and did not consider the perspectives of external stakeholders like the beneficiary farmers or government officials which may limit the generalizability of the findings. Additionally, the researcher faced time constraints, which restricted the depth of analysis that could be undertaken. Future research should seek to address these limitations by expanding the sample size, incorporating a wider range of stakeholder perspectives, and utilizing mixed methods approaches to provide a more comprehensive examination of this topic.

1.9. Organization of the Study

The study was organized in five chapters. Chapter one covers the background of the study, the background of the organization and project, the Statement of the Problem, the research questions, the objectives, the significance of the study, the scope of the study, the limitations, and the organization of the study. Chapter two includes the literature review in which different theoretical and empirical literature were reviewed and presented. Chapter three elaborates on the research approach, research design, source of data and collection method,

data analysis, and the study population and sample. Chapter Four presents the result and discussion of the study and Chapter five presents the summary of the key findings, conclusion and recommendations of the study.

CHAPTER TWO

2. LITERATURE REVIEW

This section presents a comprehensive view of the relevant theoretical and empirical literature concerning stakeholder management, stakeholder engagement, and its impact on project performance. The review critically analyzes published literature that explores the relationship between stakeholder engagement and project performance, with the goals of assessing the current understanding, identifying research gaps, and developing the theoretical foundations for the study.

2.1. Stakeholder Definition

Stakeholders play a major role in project management as they can influence and be impacted by the project's outcomes. It is one of the fundamental concepts in project management that has been extensively examined in academic literature. Stakeholders are defined in various ways, reflecting different perspectives and contexts. According to Freeman, 1984) stakeholder is an individual, group, or organization that has an interest or stake in a project, organization, or venture. Furthermore, Gray and Larson (2018) define stakeholders as entities that are both influenced by and can influence the project. In addition, Cleland and Ireland (2007) offer a similar definition, stating that stakeholders are individuals or groups who have a significant influence on or are significantly influenced by a project. It emphasizes the reciprocal relationship between stakeholders and projects, highlighting that stakeholders can affect project outcomes while also being impacted by the project's activities and results. Additionally, Gibson (2000) offers a comprehensive perspective on stakeholders in project management, defining them as individuals or groups with a vested interest in the project's success and the environment in which the project operates. This definition explains the broad range of stakeholders and their potential impact on the project.

2.2. Project Stakeholder Management

Project Stakeholder Management is a vital process in project management that involves identifying, analyzing, and engaging stakeholders throughout the project lifecycle to ensure their needs, expectations, and concerns are appropriately addressed. The Project Management

Institute (PMI, 2017) defines stakeholder management as "the systematic identification, analysis, planning, and implementation of actions designed to engage with stakeholders effectively." This definition explains the structured approach required for stakeholder management, encompassing activities such as stakeholder identification, analysis, planning, and engagement. According to Lock (2007), stakeholder management is the systematic identification, analysis, planning of actions, communication, and negotiation aimed at influencing the stakeholders. It plays a vital role in project success by ensuring the satisfaction of individuals or groups impacted by a project. In the view of (Cleland and Ireland 2007), stakeholder management involves "the identification, analysis, and planning of actions to engage stakeholders and ensure their support and cooperation throughout the project. The management of the project stakeholders includes the processes necessary to identify the persons, groups, or organizations likely to affect the project or to be affected by it, to analyze the expectations of the stakeholders and their impact on the project, but also to develop appropriate management strategies to effectively mobilize stakeholders by involving them in project decisions and implementation. (Riahi, 2017).

Freeman (1984) introduced the concept of stakeholder theory, which forms the foundation of Project Stakeholder Management. The role of the stakeholder theory in the project is to address effectiveness and efficiency through relation and participation throughout the project life cycle in a project management organization that includes the project sponsor, project champion, project team, project manager, supplier, end-user, customer, contractors, governments, societies, etc. This theory suggests that stakeholders, both internal and external, should be considered and engaged to ensure project success. It emphasizes the need to manage stakeholder relationships and address their interests and concerns throughout the project lifecycle (Dwivedi&Dwivedi, 2021).

The Project Management Institute (PMI, 2017) has outlined an overview of the Project Stakeholder Management processes that include four of the following processes: Identifying stakeholders, planning stakeholder engagement, managing stakeholder engagement, and monitoring stakeholder engagement.

2.2.1. Identifying Stakeholders

Identifying stakeholders is the first step in project stakeholder management. It sets the foundation for effective engagement and communication. This involves identifying individuals, groups, or organizations that may have an interest in or be affected by the project. The process of identifying stakeholders begins once the project charter is approved and it is one of the key documents that can assist the project manager to identify stakeholders. (Samarth, 2023). Brainstorming sessions and interviews are also effective techniques for identifying stakeholders. These methods allow project managers to gather insights from project team members, subject matter experts, and other stakeholders to identify individuals or groups who may have an interest in or be affected by the project (Freeman, 1984).

Once Stakeholders have been identified it is important to do a stakeholder analysis to understand their interests, power, and influence. This analysis helps project managers prioritize stakeholders and determine appropriate engagement strategies. The most common way to segregate stakeholders is to use the “Power/ Influence” model or matrix which helps to prioritize the stakeholders into 4 different groups (PMI, 2017). In the Model, the "Monitor" group consists of stakeholders with low interest and low power, requiring the project manager to provide enough information to keep them informed without overwhelming them. The "Keep Informed" group includes stakeholders with high interest but low power, and the project manager should keep them updated on project developments. The "Keep Satisfied" group has low interest but high power, requiring the project manager to ensure their satisfaction to prevent roadblocks or delays. The "Manage Closely" group is the top priority, comprising stakeholders with high power and high interest who can significantly impact the project's success or failure. The project manager must closely manage and cater to their needs. This matrix helps project managers identify key stakeholders who require high levels of engagement and those who need to be kept informed. (Reddi, 2023)

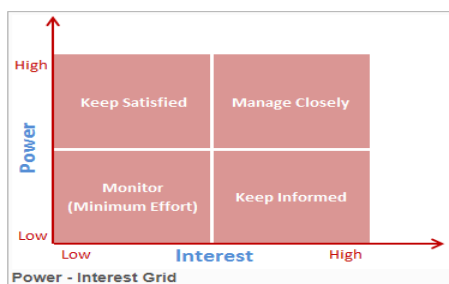


Figure 1: Power vs. Interest Matrix

2.2.2. Planning Stakeholder Engagement

The next step in project stakeholder management is the planning of stakeholder engagement. A stakeholder engagement plan is a written document that outlines how an organization will engage with its stakeholders, in the context of a specific project and this plan helps to identify clear goals and objectives, determine what resources will be necessary, and report on the engagement and evaluate its success from the very beginning. (Angela, 2024)

Effective communication is a cornerstone of stakeholder engagement. Project managers should develop a communication plan that outlines the key messages, communication channels, and frequency of interactions with stakeholders. Tailoring communication to stakeholders' needs and preferences ensures that information is delivered in a manner that is clear, relevant, and accessible. Communication channels and methods should be selected based on stakeholders' preferences and needs. Project managers need to consider stakeholders' communication styles, cultural backgrounds, and language preferences to ensure clear and meaningful communication. (Gray & Larson, 2018)

2.2.3. Managing Stakeholder Engagement

Managing stakeholder engagement requires active involvement and relationship-building with stakeholders. According to Cleland and Ireland (2007), project managers should actively seek input and feedback from stakeholders to address their concerns and expectations. This approach fosters a sense of ownership among stakeholders and increases their commitment to project success.

As stated by (Bryde, 2003) Stakeholder engagement should be a two-way process, allowing for active listening and responsiveness to stakeholder feedback. Project managers should create mechanisms for stakeholders to provide input, raise concerns, and contribute their expertise throughout the project life cycle. By valuing stakeholder input, project managers can build trust, foster collaboration, and increase stakeholder commitment to project success.

Conflict management is also an integral part of stakeholder engagement. Project managers should proactively identify and address conflicts among stakeholders to prevent potential disruptions or delays. Effective conflict management techniques, such as negotiation, collaboration, or compromise, can help project managers find mutually beneficial solutions and maintain positive stakeholder relationships (Gray & Larson, 2018).

2.2.4. Monitoring Stakeholder Engagement

Monitoring and evaluating stakeholder engagement is crucial to assessing the effectiveness of engagement strategies and identifying areas for improvement. Measuring stakeholder satisfaction, tracking stakeholder involvement, and conducting periodic evaluations allow project managers to gauge the impact of their engagement efforts and make informed decisions to enhance stakeholder management practices. Monitoring stakeholder engagement ensures that stakeholder needs and expectations are being met throughout the project. It involves evaluating the effectiveness of engagement strategies and making necessary adjustments. Feedback collection, surveys, and interviews are commonly used methods for monitoring stakeholder satisfaction and identifying areas for improvement (PMI, 2017).

According to Cleland, (2007) objectives of Stakeholder monitoring are to ensure the availability of timely, credible, and comprehensive information on the capabilities and the options open to each stakeholder, continue to identify the probable strategies of the stakeholders, determine how key stakeholders' strategies might affect current project interests, continuously monitor and provide comprehensive information about probable actions in the project stakeholder environment that might have an impact on the interests of the project, organize the collection, analysis, and dissemination of stakeholder information for the project team.

2.3. Stakeholder Engagement

Stakeholder engagement is the practice of interacting with and influencing project stakeholders to the overall benefit of the project and its advocates (Dolfing, 2018). The term "stakeholder engagement" is used to describe any process that involves stakeholders in some form of collaborative effort directed toward final implementation decision and execution, which might involve stakeholders in the decision and implementation of projects (Gardner J. et.al, 2009).

According to (Jeffery,2009) organizations stakeholder engagement process is a continuous, systematic, logical and practical process that will take you from the starting point of planning and identifying objectives through to post monitoring and evaluation. The process is not linear; rather it is an iterative process in which the organization learns and improves its ability to perform meaningful engagement with stakeholder engagement. It consists of seven steps

Stage 1: Planning: Identify the basic objectives, issues to address and the stakeholders to prioritize as critical to the organization.

Stage 2: Understand stakeholders: Assess the urgency of their concerns, the legitimacy of their interests, and their power to influence the organization. Understand their needs and desires, and how these align with the organization's objectives. Recognizing their motivations, goals, and issues especially those that overlap with the organization's will aid in profiling and prioritizing key stakeholders.

Stage 3: Preparing internally to engage: Allocate sufficient time and resources to identify commonalities between the organization and stakeholders, and explore potential win-win scenarios. Establish the organization's commitment to stakeholder engagement, which may involve building a business case and identifying internal advocates.

Stage 4: Building trust: Stakeholders will vary in their levels of trust and willingness to trust. Acknowledge this and adjust interactions accordingly to match the existing and required levels of trust.

Stage 5: Consultation: It's crucial for overall success in consultation that the process addresses your organization's significant economic, social, and environmental risks.

Stage 6: Respond and implement: Decide on a course of action for each issue agreed upon, understanding possible reactions to your proposal will help you develop a more successful proposal.

Stage 7: Monitor, evaluate and document: Knowledge management is critical for capturing information and sharing what is learned. Transparency of the process is greatly aided by accurate documentation.

The process of stakeholder engagement involves various stages, including stakeholder mapping, building positive relationships through networking and partnerships, fostering open communication, and integrating stakeholders' perspectives in decision-making processes (Slabbert& Barker, 2014). This idea can be further explained by (Sequeira& Warner, 2007) as stakeholder engagement is an umbrella term encompassing a range of activities and interactions over the life of a project. These can be divided into eight components.

- **Stakeholder Identification and Analysis-** The first step in the process of stakeholder engagement is stakeholder identification—determining who the project stakeholders are, and their key groupings and sub-groupings. From this flows stakeholder analysis, a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on your project. The answers to these questions will provide the basis from which to build your stakeholder engagement strategy.
- **Information Disclosure-** It is concerned with making information accessible to interested and affected parties. There should be communication of information to stakeholders early in the decision-making process, in ways that are meaningful and accessible and to continue this communication throughout the project life.
- **Stakeholder Consultation-** Consultation is a two-way process of dialogue between the project and its stakeholders. Stakeholder consultation is really about initiating and sustaining constructive external relationships over time.
- **Negotiation and Partnerships-** Negotiated agreements are appropriate in sensitive situations where stakeholder concerns present a significant risk to project operations. In addition to consultation, the negotiation process provides further assurance to affected parties by giving them a greater say in the outcome. It also provides them with the additional clarity, predictability, and security detailing precisely what the project commits to doing, and the roles, if any, for the affected stakeholders
- **Grievance Management-** Grievances are a fact of life and how a company responds (or is perceived to be responding) when such grievances surface is important and can have significant implications for business performance. Thus, establishing accessible and responsive means for stakeholders to raise concerns and grievances about the project throughout its life is important.
- **Stakeholder Involvement in Project Monitoring-** One way to help satisfy stakeholder concerns and promote transparency is to involve project-affected stakeholders in monitoring the implementation of mitigation measures or other environmental and social programs. Such participation, and the flow of information generated through this process, can also encourage local stakeholders to take a greater degree of responsibility for their environment and welfare in relation to the project and to feel empowered that they can do something practical to address issues that affect their lives. Participatory monitoring also tends to strengthen relationships between the project and its stakeholders.

- **Reporting to Stakeholders-** Stakeholders will want to know which of their suggestions have been taken on board, and what risk or impact mitigation measures will be put in place to address their concerns. Therefore, it is essential to report back to stakeholders on the environmental, social, and economic performance of both those consumed and thought with a more general interest in the project.
- **Management Functions-** Project managers will need to identify critical points in the life of the project where stakeholder engagement will be needed and determine who will deliver these actions and how they can be integrated with core functions. This involves trying to work out how best to deliver and integrate several different aspects of engagement. This means that the management should build and maintain sufficient capacity within the project to manage processes of stakeholder management, track commitments, and report on progress. (Sequeira& Warner, 2007)

2.4. Stakeholder Engagement and Project Performance

Stakeholder engagement plays a vital role in project performance and has been recognized as a critical success factor in project management. It refers to the degree to which a project meets its objectives and delivers desired outcomes within the defined constraints of time, cost, quality, and scope. It encompasses various dimensions, including achieving project goals, meeting stakeholder expectations, delivering outputs and deliverables, adhering to budget and schedule, and demonstrating satisfactory quality.

Project success is evaluated based on three main factors: scope, time, and cost. Time assesses the project's adherence to its schedule, estimating the duration needed for completion and organizing milestones and developmental stages accordingly. Cost refers to the allocated budget, encompassing all predicted expenses, broken down into detailed expenditure forecasts. Scope evaluates the extent to which the project fulfills its objectives, specified requirements, and intended functionality and features. (Bronte-Stewart, 2015).

2.5. Empirical Review

Various studies have explored the relationship between stakeholder engagement and project performance, highlighting stakeholder management practices' positive and significant effects.

Haar (2024) conducted a study to examine the influence of stakeholder engagement strategies on project success. The study was conducted using a desk study research design in which it investigated already published studies and reports through online journals and libraries. The findings revealed a strong positive correlation between effective stakeholder engagement approaches and project success. Firstly, it underscores the critical role of stakeholder engagement in enhancing project success by fostering collaboration, building trust, and ensuring alignment with stakeholders' interests and expectations. Effective communication emerges as a key component, facilitating the exchange of information, addressing concerns, and promoting transparency throughout the project lifecycle. Moreover, the studies highlight the importance of integrating stakeholder feedback mechanisms into project planning and execution processes to foster long-term stakeholder relationships and mitigate project risks. Projects that implemented proactive engagement practices, such as early involvement and regular communication, demonstrated better cost control, timely delivery, and stakeholder satisfaction. The study emphasizes the importance of active stakeholder engagement throughout the project lifecycle to enhance project outcomes and stakeholder satisfaction.

Githinji, Ogolla, and Kitheka (2020) conducted a case study on Kenya Ferry Services to explore the influence of stakeholder involvement on project performance. The study adopted a descriptive research design, target population comprising 231 stakeholders of Kenya ferry services partners from which a sample of 70 respondents was selected. Data collection was done by use of questionnaires after a pilot study and analyzed by use of only linear regression with the aid of the SPSS program. The study found that the involvement of stakeholders in project identification, project planning, project monitoring, and project funding is significantly and positively related to project performance. It identified organization respect for stakeholders' concerns, involving stakeholders in decision making, t using of inspection list as standardized organization monitoring practices, and setting baselines for stakeholder involvement and involvement of stakeholders in resource allocation to be the most influential factors.

Wamugu and Ogollah (2017) assessed the role of stakeholder participation in the performance of constituency fund development projects. A descriptive research design was adopted, whereby both quantitative and qualitative data were collected using a questionnaire from the Mathira East constituency. The study population was the entire CDF project initiated in Mathira East Constituency in the year 2013/2014. The study sample for the respondents was obtained using stratified and simple random sampling techniques. To enhance the reliability and validity of the data collection tool, a pilot test was carried out in 10 percent of the study sample. Data analysis involved the use of both descriptive and inferential statistics using the statistical package SPSS. From the research findings, the study concluded that participation in initiation, participation in planning, participation in implementation, and participation had a positive and significant effect on the performance of CDF projects. Most notably participation in project initiation activities such as identification screening and selection is the most critical as it is at this stage where stakeholders can have the highest influence.

Rediet Solomon (2023) conducted research on the relationship between stakeholder engagement and the implementation of FAO's agricultural development projects in the Amhara region of Ethiopia. The study used a mixed methods approach, combining quantitative and qualitative research methods. The target population for the study included various stakeholders involved in the FAO projects, such as internal staff, government officials, farmers, local communities, and NGO representatives. A sample of 170 stakeholders was surveyed. The findings revealed a significant positive relationship between stakeholder engagement and the successful implementation of the agricultural development projects. Specifically, the study indicated that higher levels of stakeholder consultation, collaboration, communication, and participation in planning were associated with greater implementation success. Correlation analysis further supported these findings, showing strong positive correlations between the different dimensions of stakeholder engagement and measures of project implementation.

Magassouba et al. (2019) investigated the influence of stakeholders' involvement on development project performance in Guinea. This paper examined the literature on the stakeholders' involvement concepts to address their influence on project identification, planning, implementation, and monitoring of development project performance within organizations in Guinea. The study highlighted Stakeholder involvement in project

identification, planning, implementation, and monitoring enhances the chance of project success and is an appropriate way to achieve an organization's goal. The information collected on stakeholders' involvement in the previous study indicated the strong connection between project performance and various stakeholders.

Gichimu and Mutuku (2022) conducted a study in Nyeri County, Kenya, to examine the impact of stakeholder management on the performance of projects funded by the County Government. The study targeted the population comprising all the projects funded by the County Government of Nyeri County for the years 2016/2017 and 2017/2018 which are 53 according to data from the County Government of Nyeri. A sample size of 212 respondents comprising 53 members of the general public, 53 project officers, 53 project staff, and 53 contractors was drawn using the cluster sampling technique. A descriptive research design was used. Data collection was done by way of a questionnaire and Cronbach's Coefficient Alpha computation was done to test for reliability with a validity test done by seeking the opinion of the supervisor. For data analysis, SPSS software was used and both inferential and descriptive analysis was conducted. The study focused on contract management, communication management, and conflict management as key factors. The findings revealed that all three aspects of stakeholder management significantly influenced project performance, with communication management having the greatest impact. The study recommended adequate stakeholder involvement during project feasibility, defined progress report-sharing practices, and a proactive approach to conflict resolution for improved transparency and accountability in project management.

Maina and Kimutai (2018) conducted a study to examine the relationship between stakeholder management and project performance in open-air market projects. The research adopted both descriptive and exploratory research designs. The target population was all the Open-air upgrading projects in Nyeri County. Sample selection was done through cluster sampling where the target population was divided according to the six (6) major Open-air markets in each constituency in Nyeri County. Data was collected using questionnaires and used SPSS to obtain Descriptive statistics. The results showed that factors such as stakeholder need and expectation identification, communication, conflict management, and stakeholder participation significantly influenced project performance. Among these factors, stakeholder participation had the strongest positive effect on project performance. The study recommended that stakeholder participation should be a critical aspect, and the government

should ensure adequate stakeholder involvement during the feasibility study of interventions. In addition, an improvement in the number and frequency of stakeholders' meetings would improve the stakeholder's perspective on the adequacy of the communication strategy employed.

Naod (2022) conducted a study that assessed the impact of stakeholder engagement practices on project success in the case of Sunshine Real Estate projects. The study employed an explanatory research approach, utilizing qualitative data from 54 targeted project personnel from four stakeholder groups associated with the selected Sunshine Real Estate projects. The researcher used a census technique to gather data from the small universe of stakeholders, which included both internal and external stakeholders of the projects. Questionnaires were distributed to the respondents, and the collected data was statistically analyzed using SPSS version 20, which provided descriptive and deductive statistical outputs. The study findings revealed that stakeholder engagement had a highly positive impact on project success. Specifically, the research demonstrated that project success is positively influenced by the various functions of stakeholder engagement, including defining the purpose of stakeholder engagement, identifying stakeholders, developing a stakeholder engagement plan, implementing the plan, and reviewing and improving the engagement process. The findings provide strong evidence of a positive correlation between all aspects of stakeholder engagement and project success. The study strongly suggests that project stakeholder engagement requires significant attention and focus, as it is a key determinant of a project's overall success.

Samrawit Abrham (2023) conducted research on the Effect of Stakeholder Engagement on Project Success in The Case of Zemen Bank S.C. The study used a descriptive and explanatory research design. Close-ended five-point Likert scale questionnaire was used for data collection and the data was collected from 58 individuals working on construction projects. Multiple regression was applied for data analysis and according to the results of the study, stakeholder engagement variables which include stakeholder identification, information disclosure, stakeholder consultation, and grievance management have significant and positive effects on project success. Based on the results, it recommended that project managers should be able to improve stakeholder engagement by developing a clear strategy and creating opportunities for opinions and feedback.

2.6. Conceptual Framework

The conceptual framework has been built based on a collection of interrelated concepts of stakeholder management and stakeholder engagement, together with the stakeholder engagement theory and the concepts of project performance.

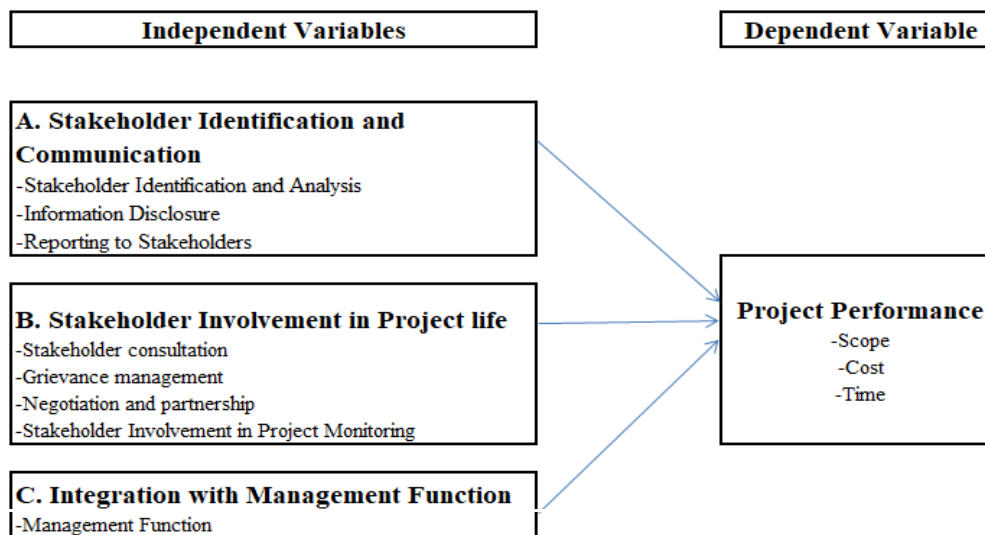


Figure 2: Conceptual Framework

The main independent variables identified in the conceptual framework are Stakeholder Identification and communication, Stakeholder involvement in Project Life, and Integration in management Functions. Stakeholder Identification and Communication encompasses stakeholder identification and analysis, information disclosure, and reporting to stakeholders. The second independent variable is Stakeholder Involvement in Project life which involves stakeholder consultation, grievance management, negotiation and partnership, and stakeholder involvement in project monitoring. The third independent variable is the Integration of stakeholder engagement in management function.

The dependent variable in this study is project performance, which serves as the ultimate measure of the achievement of project objectives within the Sasakawa Africa Association (SAA). Project performance represents the overall successful outcomes of the project activities, encompassing factors such as attainment of project objectives, timely completion, and adherence to budget.

2.7. Research Hypothesis

The following hypotheses were formulated to evaluate the causal relationship between the independent and dependent variables.

- H1: Stakeholder Identification and Communication positively affects Project Performance
- H2: Stakeholder involvement in Project Life positively affects project performance.
- H3: Integrating stakeholder engagement into management functions positively affects project performance.

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter discusses the research methodology employed in this study. The sub-sections under this chapter include the research approach and design, source of data and collection method, Data analysis method, validity and reliability population and sampling technique used, and ethical consideration.

3.1. Research Design and Approach

An explanatory research design had been used to evaluate the hypothesis of a causal relationship between the dependent and independent variables.

The explanatory design was justified as it aligned with the research objectives of understanding the effect of stakeholder engagement on project performance. By exploring causal relationships, the study aimed to provide valuable insights and practical recommendations for improving stakeholder engagement practices and enhancing the effectiveness and sustainability of SAA projects.

The research approach for this study was a quantitative research approach. Quantitative research involves studies that make use of statistical analyses to obtain findings (Marczyk, Dematteo, and Festinger, 2005). In quantitative research, the researcher starts by proposing a theory, then gathers data, tests and analyzes it, and finally considers whether the results confirm or contradict the initial hypothesis. (Creswell, 2017). To meet the goals of the study, quantitative data has been used to numerically measure and statistically analyze the variables. The quantitative component involved structure. Regression analysis was used to assess the relationship between stakeholder engagement and project performance.

3.2. Source of Data and Collection Method

Both primary and secondary data were collected to address the research objectives. Primary data refers to information gathered firsthand by researchers through methods such as questionnaires and interviews. In contrast, secondary data consists of information previously collected from primary sources and made available for researchers to use. This data can be

gathered for specific projects or for general use without a defined research objective, such as an organization's annual performance report. (Kothari, 2004)

The primary data for this study had been collected through a combination of structured questionnaires. The primary quantitative data was gathered using structured questionnaires designed to measure stakeholder engagement practices, communication and transparency, stakeholder involvement in Project Life, and the integration of stakeholder engagement into management functions. The questionnaires employed a Likert scale to assess the respondents' perceptions and opinions.

3.3. Validity and Reliability

As a result of the validity and reliability of instrument scores leading to relevant data interpretations, the following has been determined. Validity and reliability are concepts used to evaluate the quality of research.

Internal validity is the extent to which the independent variable was responsible for changes measured in the dependent variable (Weiers, 2008). The researcher used regression analysis to establish a cause-and-effect relationship between the outcome and explanatory variables in the study. The extent to which the results can be applied to other situations is known as external validity (Weiers, 2008). Validity is about the accuracy of a measure which an instrument measures what it appears to measure, for this study validity of instruments was determined by adopting standardly constructed questioners approved by the adviser and using appropriate research methods and design, technique, and process of data sampling and collection and test measures.

Reliability refers to the consistency of an instrument, indicating how consistently it measures the same way each time it is used under identical conditions with the same subjects (Adams et al, 2007). It is present when an assessment method measures the characteristics of interest consistently (Marczyk et al, 2005). In the study, the reliability of the instrument has been tested using Cronbach's alpha coefficient.

According to Gliem and Gliem(2003), the scale's items have a higher level of internal consistency when Cronbach's alpha coefficient is close to 1. As shown in the below table the alpha coefficient for the variables is above 0.9, this indicates that the variables have relatively high internal consistency.

Table 3.1: Reliability test

Case Processing Summary			
		N	%
Cases	Valid	33	100.0
	Excluded ^a	0	0.0
	Total	33	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics		
Variables	Chronbach's Alpha	No. of Items
Stakeholder Identification and Communication	0.917	17
Stakeholder Involvement in Project Life	0.916	21
Integration with Management Function	0.82	4
Project Performance	0.869	3

Source: Survey result, 2024

3.4. Data Analysis

The data collected through the questionnaires were analyzed using qualitative techniques. The quantitative data from the questionnaires was analyzed using various statistical methods. Descriptive statistics, such as frequencies, percentages, means, and standard deviations, were calculated to summarize and describe the respondents' perceptions and opinions. Inferential statistics such as correlation analysis and regression analysis were employed to examine the relationships between the stakeholder engagement variables and project performance.

3.5. Study Population and Sample

According to Creswell & Clark (2011), a target population, also referred to as the universe, is the entire group of individuals or entities to which the researcher aims to generalize the findings of the study. The target population for this study comprised all Sasakawa Africa Association employees working on the core project. The study included a total of 34 people in the target group.

Since the project personnel were few in number the study employed a census method, where everyone in the population contributed to the study. A census method is a method of data collection that involves gathering information from every member of a population. It is

comprehensive, covering the entire population, and suitable for small populations or when detailed information is needed for every unit (Singh, 2024).

3.6. Ethical Consideration

Ethical considerations were given due importance throughout the research process. The researcher made sure that the respondents were informed about the objectives and purpose of the research. Consent was obtained from all participants and participants were assured of confidentiality, and measures were taken to keep the anonymity of their responses during data analysis and reporting. Any identifiable information was handled with utmost care and stored securely.

CHAPTER FOUR

4. RESULTS AND DISCUSSIONS

This chapter analyzes and discusses the study findings to address the research question. The analysis primarily centers on the study objectives, which aimed to examine the effect of stakeholder engagement on project performance within the context of SAA core projects. Various techniques were employed to analyze the data collected from the study participants, including descriptive analysis, correlation matrix, and multiple linear regressions.

4.1. Response Rate

The study used a questionnaire using a five-point Likert scale, (strongly agree; slightly agree; neutral; slightly disagree; strongly disagree) that was distributed to 34 project participants. Out of which 33 adequate questionnaires were filled in and returned resulting in a 97.6% response rate.

4.2. Demographics of the Respondents

As shown in Table 4.1, 18.2% of the respondents were female and the remaining 81.8% of respondents were male. This implies that the views of both men and women are considered in this study. In regard to the age of the respondents the table indicates that the majority of the respondents (51.50%) are between the ages 41-50 years and 27.3% were above 50 years old. The remaining 21.2% were between the 30-40 age groups.

In addition, as indicated in Table 4.1, a significant majority of the respondents (75.8%) held a master's degree, while 15.2% possessed a bachelor's degree. The remaining 9.1% had a PhD. This distribution demonstrates that all the respondents had the necessary educational background to provide reliable responses to questions about stakeholder engagement and project performance.

Finally, the researcher assessed the years of experience in the project and the current role/position of the respondents in the project. As indicated on Table 4.1 below the work experience of the respondents show that 9.10% had 0-5 years of experience, 12.10% had 6-10 years, and 24.2% had 11-15 years. While the majority, 54.5%, had over 15 years of work

experience. This indicates that most of the respondents are well-informed about the project. Furthermore, a high number of the respondents (63.6%) were technical staff in the organization whereas 14.2% were project admin staff and 9.10% and 3% were project finance staff and project manager respectively.

Table 4.1: Demographics of Respondents

Demographics of Respondents	Category	Frequency	Percent
Gender	Female	6	18.20%
	Male	27	81.80%
	Total	33	100%
Age	30-40	7	21.20%
	41-50	17	51.50%
	Above 50	9	27.30%
	Total	33	100%
Educational Level	Bachelor's Degree	5	15.20%
	Master's Degree	25	75.80%
	PHD	3	9.10%
	Total	33	100%
Years of experience in project work	0-5 years	3	9.10%
	6-10 years	4	12.10%
	11-15 years	8	24.20%
	15 years and above	18	54.50%
	Total	33	100%
Current position in the project	Project Manager	1	3.00%
	Project Admin	8	24.20%
	Project Finance	3	9.10%
	Technical Staff	21	63.60%
	Total	33	100%

Source: Survey result, 2024

4.3. Descriptive Analysis

4.3.1. Stakeholder Identification and Communication

The first variable considered in this study is Stakeholder Identification and Communication. This variable included stakeholder identification and analysis, information disclosure, and reporting to stakeholders.

4.3.1.1. Stakeholder Identification and Analysis

Table 4.2 below indicates the descriptive statistics for stakeholder identification and analysis. The mean scores indicate that the team is proficient at involving relevant stakeholders in the identification process to ensure a comprehensive stakeholder coverage (Mean = 4.1879) and considering stakeholders' interests and expectations when prioritizing them for engagement (Mean = 4.1152). Similarly, the project team aligns the stakeholder engagement plans with project objectives (Mean = 4.1182) and performs a thorough identification of all potential stakeholders (Mean = 4.0879). The development of appropriate strategies based on stakeholder analysis findings (Mean = 4.0818), the incorporation of stakeholder feedback (Mean = 4.0818) and the consideration of stakeholder power and influence (Mean = 4.0333) highlights a comprehensive approach to stakeholder analysis. These mean scores, all above 4, signify a strong performance and an effective stakeholder identification and Analysis performed by the project team.

Table 4.2: Descriptive statistics for Stakeholder Identification and Analysis

Descriptive Statistics			
Stakeholder Identification and Analysis	N	Mean	Std. Deviation
The project team identifies all potential stakeholders associated with the project.	33	4.0879	0.76964
The project team involves relevant stakeholders in the identification process to ensure comprehensive stakeholder coverage.	33	4.1879	0.67257
The project team considers the power and influence of stakeholders when analyzing their impact on the project.	33	4.0333	0.87488
The project team considers the interests and expectations of stakeholders when prioritizing them for engagement.	33	4.1152	0.67459

The project team develops appropriate strategies to engage stakeholders based on their analysis findings.	33	4.0818	0.75559
The project team ensures that stakeholder engagement plans are aligned with project objectives and deliverables.	33	4.1182	0.86149
The project team incorporates feedback from stakeholders when finalizing the stakeholder engagement plan.	33	4.0818	0.74475

Source: Survey result, 2024

4.3.1.2. Information Disclosure

The descriptive statistics for information disclosure practices shown on Table 4.3 demonstrate that the project team exhibits a generally high level of effectiveness in communicating with stakeholders. The highest mean score (Mean = 4.2182) indicates that the project team has a well-structured approach for disclosing project-related information to stakeholders. Additionally, the team effectively utilizes various communication channels to reach different stakeholder groups (Mean = 4.0758) and ensures that project information is communicated clearly, understandably, and in a timely manner (Mean = 4.0636). Stakeholders also have adequate access to communication channels to provide feedback or raise concerns (Mean = 4.0091). However, the aspect of encouraging two-way communication for dialogue and discussion has a slightly lower mean score (Mean = 3.9121), suggesting potential room for enhancement.

Table 4.3: Descriptive statistics for Information Disclosure Practices

Descriptive Statistics			
Information Disclosure Practices	N	Mean	Std. Deviation
The project team has a structured approach for disclosing project-related information to stakeholders.	33	4.2182	0.79901
Project information relevant to stakeholders is communicated in a clear, understandable and on a timely manner.	33	4.0636	0.73050
The project team utilizes various communication channels to reach different stakeholder groups effectively.	33	4.0758	0.84743

Stakeholders have access to appropriate communication channels to provide feedback or raise concerns.	33	4.0091	0.88189
The project team encourages two-way communication with stakeholders, allowing for dialogue and discussion.	33	3.9121	0.94794

Source: Survey result, 2024

4.3.1.3. Reporting to Stakeholders

Table 4.4 shows the descriptive statistics for reporting to stakeholders. The highest mean score (Mean = 4.2727) suggests that reports to stakeholders are comprehensive and include relevant information about the project's progress, achievements, and challenges. The project team has also established a regular reporting schedule (Mean = 4.1818) and ensures that reports are written clearly and concisely, using easily understandable language (Mean = 4.1545). While the timeliness of report delivery has a slightly lower mean score (Mean = 3.8970), it still reflects a positive performance. However, there is room for improvement in providing stakeholders with opportunities to give feedback or ask questions related to the reports, which has the lowest mean score (Mean = 3.7455).

Table 4.4: Descriptive statistics for Reporting to stakeholders

Descriptive Statistics			
Reporting to stakeholders	N	Mean	Std. Deviation
The project team has established a regular reporting schedule to provide updates to stakeholders.	33	4.1818	0.73589
The project team delivers reports to stakeholders in a timely manner, ensuring that information is provided when needed.	33	3.8970	0.87980
Reports to stakeholders include comprehensive and relevant information about the project's progress, achievements, and challenges.	33	4.2727	0.76128
Reports are written in a clear and concise manner, using language that is easily understandable by stakeholders.	33	4.1545	0.70138
Stakeholders are provided with opportunities to provide feedback or ask questions related to the reports they receive.	33	3.7455	0.80665

Source: Survey result, 2024

4.3.2. Stakeholder Involvement in Project Life

The second independent variable is Stakeholder Involvement in Project life which involves stakeholder consultation, grievance management, negotiation and partnership, and stakeholder involvement in project monitoring.

4.3.2.1. Stakeholder Consultation

The descriptive statistics for the stakeholder consultation process as shown on Table 4.5, the highest mean score (Mean = 4.5030) indicates that the team actively seeks feedback from stakeholders on the consultation process's effectiveness. Similarly, the project team has established a well-defined process for conducting these consultations (Mean = 4.4667). Stakeholders are consulted at appropriate stages to gather their input and insights (Mean = 4.1364), and they have opportunities to participate in project-related decision-making processes (Mean = 4.0545). Additionally, the project team takes action based on the feedback received during consultations (Mean = 4.0879). These high mean scores, all above 4, demonstrate a strong and proactive approach to stakeholder consultation by the project team.

Table 4.5: Descriptive statistics for Stakeholder Consultation

Descriptive Statistics			
Stakeholder Consultation	N	Mean	Std. Deviation
The project team has a well-defined process for conducting stakeholder consultations.	33	4.4667	0.81343
Stakeholders are consulted at appropriate stages of the project to gather their input and insights.	33	4.1364	0.84106
Stakeholders have the opportunity to participate in project-related decision-making processes.	33	4.0545	0.69691
The project team takes action based on the feedback received during stakeholder consultations.	33	4.0879	0.75983
The project team actively seeks feedback from stakeholders on the effectiveness of the consultation process.	33	4.5030	0.68761

Source: Survey result, 2024

4.3.2.2. Negotiation Process

Table 4.6 shows the descriptive statistics for the negotiation process which indicates that the project team is generally effective in its negotiation practices with partners. The highest mean score (Mean = 4.3970) suggests that the team excels in regularly communicating and consulting with partners to address issues or concerns proactively. Similarly, the team identifies and understands the interests and objectives of the other party before entering into negotiations (Mean = 4.3576) and establishes clear roles, responsibilities, and expectations to enhance collaboration (Mean = 4.2667). Evaluating the performance and impact of partnerships to ensure they deliver the desired outcomes also receives a high rating (Mean = 4.2273). While promoting open communication and trust-building activities (Mean = 3.8545) and maintaining a positive approach during conflict resolution (Mean = 3.9333) have slightly lower mean scores, they still reflect a positive performance.

Table 4.6: Descriptive statistics for Negotiation Process

Descriptive Statistics			
Negotiation Process	N	Mean	Std. Deviation
The project team identifies and understands the interests and objectives of the other party before entering into negotiations.	33	4.3576	0.75001
The project team promotes open communication and trust-building activities with partners to foster strong relationships.	33	3.8545	0.78942
The project team establishes clear roles, responsibilities, and expectations with partners to enhance collaboration.	33	4.2667	0.81189
The project team regularly communicates and consults with partners to address any issues or concerns proactively.	33	4.3970	0.82177
The project team evaluates the performance and impact of partnerships to ensure they are delivering the desired outcomes.	33	4.2273	0.78153
The project team maintains a positive and constructive approach during conflict resolution to preserve relationships with partners.	33	3.9333	1.02307

Source: Survey result, 2024

4.3.2.3. Grievance Management

Table 4.7 shows the descriptive statistics for grievance management of the project team. The highest mean scores suggest a proactive approach in resolving grievances (Mean = 4.4152) and actively seeking feedback from stakeholders on the process's effectiveness and fairness (Mean = 4.4424). The team has established a clear and accessible process for reporting grievances (Mean = 4.2424) and ensures stakeholders are provided with multiple channels for reporting, ensuring accessibility and inclusivity (Mean = 4.1182). Additionally, stakeholders who report grievances receive acknowledgment and are kept informed about the progress of the resolution (Mean = 4.0545). These high mean scores, all above 4, demonstrate a strong and effective grievance management process by the project team.

Table 4.7: Descriptive statistics for Grievance Management

Descriptive Statistics			
Grievance Management	N	Mean	Std. Deviation
The project team has established a clear and accessible process for stakeholders to report grievances or complaints.	33	4.2424	0.54660
Stakeholders are provided with multiple channels to report grievances, ensuring accessibility and inclusivity.	33	4.1182	0.49210
Stakeholders who report grievances receive acknowledgment of their complaint and are kept informed about the progress of its resolution.	33	4.0545	0.66006
The project team demonstrates a proactive approach in resolving grievances and takes appropriate actions to address the concerns raised.	33	4.4152	0.62256
The project team actively seeks feedback from stakeholders on the effectiveness and fairness of the grievance management process.	33	4.4424	0.52143

Source: Survey result, 2024

4.3.2.4. Stakeholder Engagement in Monitoring

Table 4.8 below the descriptive statistics for stakeholder engagement in monitoring. The highest mean scores indicate that stakeholders have the opportunity to provide input and feedback on the monitoring process and its findings (Mean = 4.5636) and are actively involved in the monitoring process (Mean = 4.5152). The project team also communicates

monitoring activities and progress to stakeholders in a transparent and timely manner (Mean=4.4848). Additionally, stakeholders are invited to contribute to the analysis and interpretation of monitoring data and findings (Mean = 4.1879) and are provided with clear and understandable summaries or reports of the monitoring results (Mean = 4.1636).

Table 4.8: Descriptive statistics for Stakeholder Engagement in Monitoring

Descriptive Statistics			
Stakeholder Engagement in Monitoring	N	Mean	Std. Deviation
Stakeholders are actively involved in the monitoring process of the project.	33	4.5152	0.55177
The project team communicates the monitoring activities and progress to stakeholders in a transparent and timely manner.	33	4.4848	0.61853
Stakeholders have the opportunity to provide input and feedback on the monitoring process and its findings.	33	4.5636	0.62939
Stakeholders are invited to contribute to the analysis and interpretation of monitoring data and findings.	33	4.1879	0.67257
Stakeholders are provided with clear and understandable summaries or reports of the monitoring results.	33	4.1636	0.74867

Source: Survey result, 2024

4.3.3. Integration of Stakeholder Engagement in Management Function

The third independent variable is the Integration of stakeholder engagement in management function.

4.3.3.1. Management Function

The descriptive statistics for the management function are shown on Table 4.9. It indicates that stakeholder engagement is well integrated with the organizing function of project management (Mean = 4.4333). The identification of critical points where stakeholder engagement is necessary also scores highly (Mean = 4.3455), reflecting the team's awareness of key engagement moments. Additionally, the responsible parties for delivering stakeholder engagement actions are determined effectively (Mean = 4.2970), and stakeholder engagement activities are well integrated into the project planning process (Mean = 4.2091). These high

mean scores, all above 4, suggest a strong and effective approach to managing stakeholder engagement within the project management processes.

Table 4.9: Descriptive statistics for Management Function

Descriptive Statistics			
Management Function	N	Mean	Std. Deviation
Critical points in the project where stakeholder engagement is necessary are identified.	33	4.3455	0.60057
The responsible parties for delivering stakeholder engagement actions are determined effectively.	33	4.2970	0.70599
Stakeholder engagement activities are effectively integrated into the project planning process.	33	4.2091	0.69208
Stakeholder engagement is integrated with the organizing function of project management.	33	4.4333	0.52954

Source: Survey result, 2024

4.3.4. Project Performance

The descriptive statistics for project performance indicated in Table 4.10 reveal that the project team is highly effective in meeting its key performance indicators. It suggests a strong performance by the project team in delivering projects as planned, adhering closely to their budgets, schedules, and scopes. The highest mean score (Mean = 4.4818) reflects that projects are implemented within the intended budget. Similarly, the team is implementing projects within the intended timeframe (Mean = 4.4424) and scope (Mean = 4.3939).

Table 4.10: Descriptive statistics for Project Performance

Descriptive Statistics			
Project Performance	N	Mean	Std. Deviation
Projects are implemented within the intended timeframe	33	4.4424	0.55847
Projects are implemented within the intended Budget	33	4.4818	0.47398
Projects are implemented within the intended Scope	33	4.3939	0.48537

Source: Survey result, 2024

4.4. Inferential Analysis

4.4.1. Pearson's Correlation Coefficient

Based on the table below the correlations between Project Performance and the other variables are all strong and statistically significant, Specifically the independent variable Stakeholder Identification and Communication has a positive correlation $r=0.956^{**}$, $p<0.001$). This indicates that better identification and communication with stakeholders are strongly associated with improved project performance. Similarly, Project Performance has a very strong positive correlation with Stakeholder Involvement in Project Life ($r = 0.916$, $p<0.000$), suggesting that increased stakeholder involvement in monitoring is closely linked to higher project performance. Additionally, the correlation between Project Performance and Integration with Management Functions is also very strong ($r = 0.953$, $p <0.000$), highlighting that better integration with management functions significantly enhances project performance.

Table 4.11: Pearson's Correlation Coefficient

Correlations		Stakeholder Identification and Communication	Stakeholder Involvement in Project Life	Integration with Management Functions	Project Performance
Stakeholder Identification and Communication	Pearson Correlation	1	.884**	.915**	.956**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	33	33	33	33
Stakeholder Involvement in Project Life	Pearson Correlation	.884**	1	.875**	.916**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	33	33	33	33
Integration with Management	Pearson Correlation	.915**	.875**	1	.953**
	Sig. (2-tailed)	0.000	0.000		0.000

Functions	N	33	33	33	33
Project Performance	Pearson Correlation	.956**	.916**	.953**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	33	33	33	33

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

Source: Survey result, 2024

4.4.2. Diagnostic tests

Two sets of variables, Stakeholder Identification and analysis, Stakeholder involvement in project life, and Integration with management function as independent variables and project performance as the dependent variable make up the equation of multiple linear regression used in the study. Regression analysis is used in this study primarily to test the significant relationship between the variables. In doing so, preliminary assumptions were tested such as the assumption of no autocorrelation, multi-collinearity, normality assumption, and Homoscedasticity.

4.4.2.1. Assumption of No Autocorrelation

According to Brooks (2008), the assumption is met when the covariance between the error terms over time or cross-sectionally is zero. The errors are assumed to be unrelated to one another. A Durbin-Watson (DW) test statistic of 2 or close to 2 indicates that there is no autocorrelation in the residuals. As shown in Table 4.4 below the model's Durbin- Watson is 1.642, which is close to 2. Thus, the model did not violate the assumption.

Table 4.12: Assumption of no Autocorrelation

Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.980 ^a	0.96	0.956		0.06832	1.642

a. Predictors: (Constant), Integration with Management Functions, Stakeholder Involvement in Project Life, Stakeholder Identification and Communication

b. Dependent Variable: Project Performance

Source: Survey result, 2024

4.4.2.2. Multi-Collinearity Test

According to Statistics Solutions (2016), The VIFs of the linear regression indicate the degree to which the variances in the regression estimates are increased due to multicollinearity. VIF values higher than 10 indicate that multicollinearity is a problem. As shown below in table 4.5 it indicates that the VIF values for all variables are less than 10. This shows that the study's independent variables were free of any multi-collinearity issues.

Table 4.13: Multi-Collinearity Test

Collinearity Statistics		Tolerance	VIF
1	(Constant)		
	Stakeholder Identification and Communication	0.134	7.49
	Stakeholder Involvement in Project Life	0.192	5.214
	Integration with Management Functions	0.144	6.962
a. Dependent Variable: Project Performance			

Source: Survey result, 2024

4.4.2.3. Normality Assumption

This assumption is used to determine whether the residuals are normally distributed. This can be tested by looking at the Histogram and P-P plot for the model. To say the Normality assumption of this study is met, the Histogram should be symmetric along the center 0 and the dots at the P-P Plot should be closer to the diagonal line (Brooks, 2008).

The analysis of the regression standardized residual histogram (Figure 3) reveals a bell-shaped curve, indicating a normal distribution of data. This distribution suggests that the majority of values cluster around the mean, reflecting a typical pattern seen in normally distributed data. Likewise, when examining the regression standardized residuals (Figure 4),

the observed values closely align with the expected values, with no significant deviations noted. This alignment further supports the conclusion of a normal distribution, indicating that the residuals follow an expected pattern with respect to the regression model.

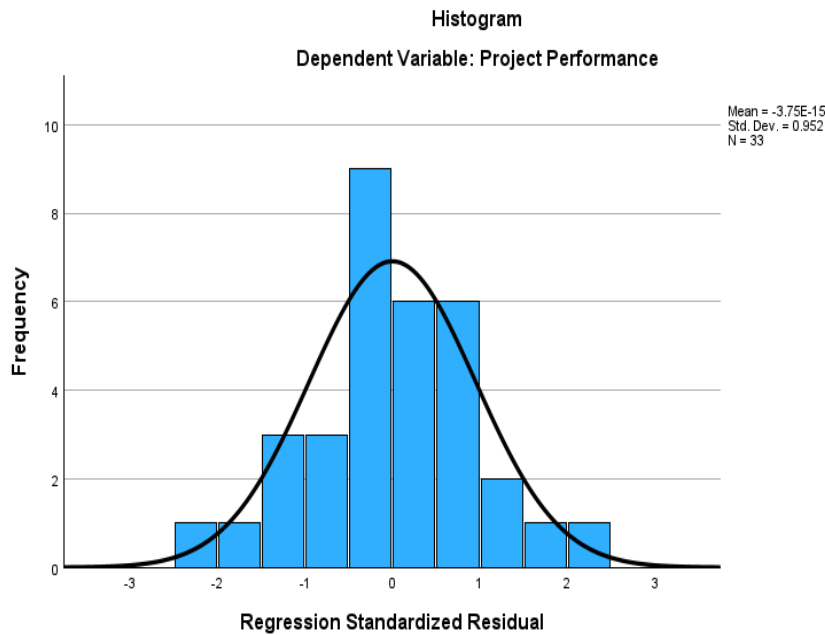


Figure 3: Regression standardized residual histogram.

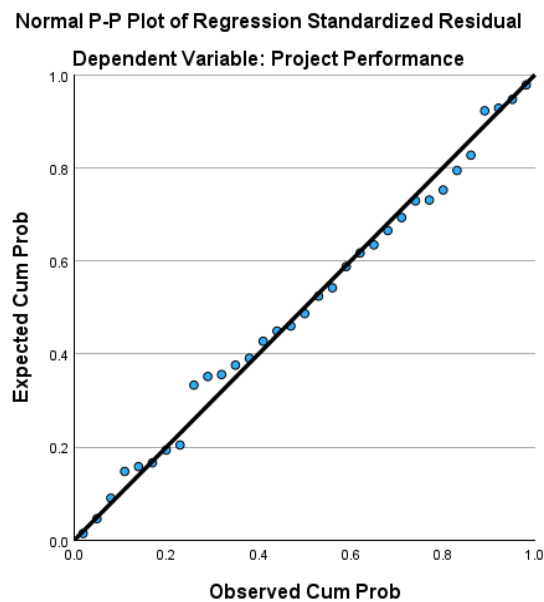


Figure 4: Normal P-P plot of regression standardized residual

Another approach that can be used to test the normality distribution is by examining the probability value (p-value) of the Kolmogorov-Smirnov and Shapiro-Wilk test statistics in

which it should be greater than 0.05 at the 5% level to reject the null hypothesis. The significance levels of both tests are greater than 0.05, indicating that the residuals are normally distributed, as shown.

Table 4.14: Normality Test

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Studentized Residual	0.084	33	.200*	0.987	33	0.957
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Source: Survey result, 2024

4.4.2.4. Homoscedasticity Test

This assumption concerns the distribution of residuals. For the data to be homoscedastic, the residuals should be evenly spread across the range of predicted values, resembling a “shotgun blast” of points. This uniform distribution ensures that the variance of errors is constant (Moran, 2024). The residual scatter plot in Figure 5 shows no distinct pattern between the residuals and the predicted values of the dependent variable, supporting the assumption of homoscedasticity. Consequently, the assumptions of homoscedasticity have been satisfied.

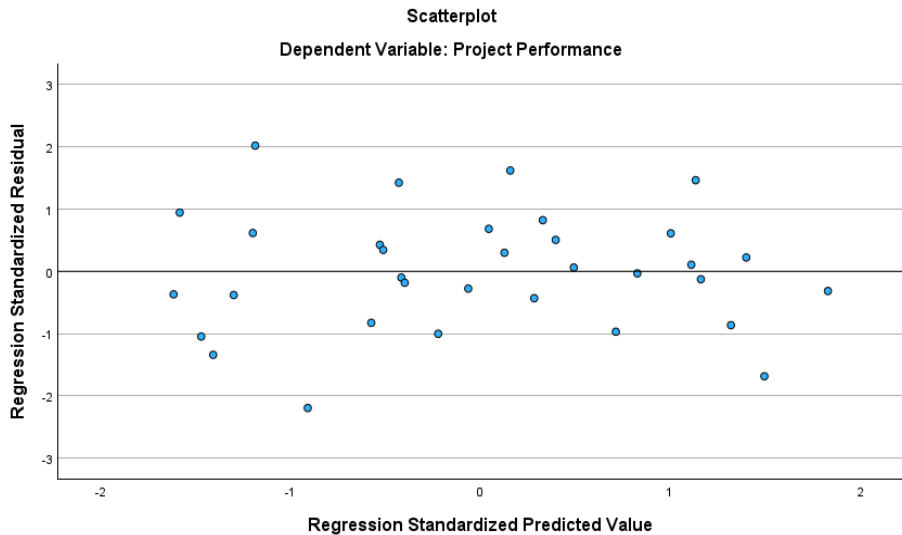


Figure 5: Scatter plot for Homoscedasticity

4.4.3. Regression Results and Analysis

As indicated in Tables 4.7 and 4.8, the regression model (with $F = 231.626$, $\text{Sig.} = .001^b < 0.05$, $R^2 = 0.96$) was found to be significant. The R^2 indicates that the study's explanatory variables (Stakeholder Identification and Communication, Stakeholder Involvement in Project Life, and Integration with Management Function) can account for 96% of project performance variability. This indicates a strong fit between the model and the data.

Table 4.15: Model summary

Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.980a	0.96	0.956		0.06832	1.642
a. Predictors: (Constant), Integration with Management Functions, Stakeholder Involvement in Project Life, Stakeholder Identification and Communication						
b. Dependent Variable: Project Performance						

Source: Survey result, 2024

Table 4.16: ANOVA Table

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.243	3	1.081	231.626	<.001b
	Residual	0.135	29	0.005		
	Total	3.379	32			
a. Dependent Variable: Project Performance						
b. Predictors: (Constant), Integration with Management Functions, Stakeholder Involvement in Project Life, Stakeholder Identification and Communication						

Source: Survey result, 2024

The regression coefficients represent the estimated magnitude and direction (positive or negative) of the relationship between each independent variable and the dependent variable. This provides insights into how changes in the independent variables are associated with changes in the dependent variable. Additionally, the regression equation can be used to predict the mean value of the dependent variable, given the specified values of the independent variables. This predictive capability allows for forecasting the expected outcome based on the observed patterns in the data (Frost, 2024),

The coefficient table 4.9 below assesses each independent variable individually to determine whether a particular independent variable was statistically significant on its own. As a result, all the independent variables, Stakeholder Identification and Communication, Stakeholder Involvement in Project Management, and Integration with Management Function are statistically significant as their sig values are less than 0.05.

Consequently, the study produced the following regression equation:

$$Y = -0.023 + 0.504X_1 + 0.20X_2 + 0.36X_3$$

Where:

Y is Project performance

X₁ is Stakeholder Identification and Communication

X₂ is Stakeholder Involvement in Project Life

X₃ is Integration with Management Function

Stakeholder Identification and Communication

Stakeholder identification and communication included stakeholder identification, information disclosure, and reporting to stakeholders. The coefficient for the variable Stakeholder Identification and Communication is 0.504; this indicates a strong positive impact on project performance, meaning that a one-unit increase in Stakeholder Identification and Communication results in a 0.504-unit increase in project performance. The relationship is highly significant with a p-value of 0.00 at $p < 0.05$.

Stakeholder Involvement in Project Life

Stakeholder Involvement in project life included Stakeholder Consultation, Negotiation and Partnership, Grievance management, and stakeholder involvement in project monitoring. The variable Stakeholder Involvement in Project Life has a coefficient of 0.200. This suggests a positive effect on project performance. Where a one-unit increase in Stakeholder Involvement in Project Life results in a 0.200-unit increase in project performance. This relationship is also statistically significant, with a p-value of 0.024 at $p < 0.05$.

Integration with Management Function

The coefficient for Integration with Management Functions is 0.360, indicating a strong positive effect on project performance. A one-unit increase in Integration with Management Functions leads to a 0.360-unit increase in project performance. This relationship is highly significant with a p-value of 0.000 at $p < 0.05$.

Table 4.17: Coefficients of dependent and independent variables

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1.000	(Constant)	-0.023	0.195		-0.117	0.004
	Stakeholder Identification and Communication	0.504	0.124	0.413	4.056	0.000
	Stakeholder Involvement in Project Life	0.200	0.084	0.203	2.390	0.024
	Integration with Management Functions	0.360	0.089	0.398	4.062	0.000

a. Dependent Variable: Project Performance

Source: Survey result, 2024

4.4.4. Hypothesis Testing

Table 4.18: Summary of Hypothesis

Hypothesis	Decision	Justification
H1: Stakeholder Identification and Communication positively affects Project Performance	Accept	significant (p=.000) positive (β=.504)
H2: Stakeholder involvement in Project Life positively affects project performance	Accept	significant (p=.0203) positive (β=.0.20)
H3: Integrating stakeholder engagement into management functions positively affects project performance	Accept	significant (p=.000) positive (β=.0.360)

Source: Survey result, 2024

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

The chapter presents a summary of the findings, conclusions, and recommendations based on the research's key findings.

5.1. Summary of Findings

The research evaluated the effect of stakeholder engagement on the project performance of the Sasakawa Africa Association core project. To accomplish this main objective, both primary and secondary data were collected. Primary data was collected using a self-developed questionnaire with a 5-point Likert scale. Data was collected from 33 participants, achieving a 97% response rate. Statistical analysis was conducted using SPSS version 29. Both descriptive and correlation analyses were performed to examine the study's data.

- The descriptive analysis revealed that the organization has above average mean in all stakeholder engagement practices indicating the organization has good practices of stakeholder identification and analysis, information disclosure, reporting to stakeholders, stakeholder consultation, negotiation process, grievance management, involvement of stakeholders in project monitoring and integration of stakeholder in management function. These findings suggest that the organization has effective practices in place for engaging stakeholders. However, there are areas for improvement, particularly in encouraging two-way communication, providing stakeholders with opportunities to give feedback or ask questions related to reports, and fostering open communication and trust-building activities with stakeholders.
- In response to the first question the study found that effective stakeholder identification and communication significantly enhance project performance. With a positive correlation coefficient ($r = 0.956$) and a regression coefficient ($\beta = 0.504$), the findings suggest that thoroughly identifying relevant stakeholders, including their interests, influences, and relationships, was positively correlated with better project outcomes and proactive and transparent disclosure of project information, and

regularly reporting back to stakeholders on status, achievements and challenges was also a key factor linked to good project performance

- In response to the second question the study found that increased involvement of stakeholders throughout the project life cycle positively impacts project performance. This was evidenced by a strong positive correlation ($r = 0.916$) and a regression coefficient ($\beta = 0.200$), indicating that meaningfully consulting with and incorporating feedback from stakeholders, especially local communities and smallholder farmers, having an effective system to receive, investigate and resolve stakeholder grievances and concerns, Engaging in collaborative negotiation and forming strategic partnerships with key stakeholders and actively involving stakeholders in project monitoring and evaluation activities was linked to enhanced performance
- In response to the third question the study found that the integration of stakeholder engagement into management functions significantly improves project performance. The strong positive correlation ($r = 0.953$) and regression coefficient ($\beta = 0.360$) highlight the importance of incorporating stakeholder engagement strategies into the overall management framework for better project outcomes.

5.2. Conclusion

The study aimed to determine the effect of stakeholder engagement on project performance. To achieve this, both theoretical and empirical reviews were conducted to understand the underlying principles and processes of stakeholder management and project performance, as well as to incorporate previous research in the field. Based on the literature review, a conceptual framework was developed, and a hypothesis was formulated, to examine the impact of the independent variables on project performance. The independent variables of the study were Stakeholder Identification and Communication which included stakeholder identification and analysis, information disclosure, and reporting to stakeholders, the other independent variable was Stakeholder Involvement in Project life which included stakeholder consultation, grievance management, negotiation and partnership, and stakeholder Involvement in Project Monitoring. The last independent variable was the Integration of Stakeholder Engagement Practice with Management Functions. The dependent variable was project performance.

Based on the findings of the study it can be concluded that strong stakeholder engagement practices contributed to the successful execution of projects. The positive correlations and significant regression coefficients demonstrate that proactive and inclusive stakeholder engagement is crucial for achieving desired project results. Therefore, organizations, particularly those in the agriculture development sector like the Sasakawa Africa Association, should prioritize stakeholder engagement to enhance project performance and achieve their objectives more effectively.

5.3. Recommendation

Based on the findings and conclusions drawn from the study, it can be understood that there are strong and positive relationships between stakeholder engagement variables and project performance, indicating that better stakeholder identification, communication, involvement in project life, and integration with management functions were associated with improved project performance. Therefore, several recommendations are proposed to further enhance project performance at the Sasakawa Africa Association.

- Since stakeholder identification and communication have a significant and positive relationship with project performance, SAA should adopt stakeholder identification and communication strategies that are tailored to the unique characteristics of its projects. Additionally, communication channels should be selected based on the preferences and accessibility of the diverse stakeholder groups involved in SAA projects, such as smallholder farmers, local communities, government agencies, and partner organizations.
- In addition, SAA should prioritize stakeholder involvement throughout the project lifecycle, particularly focusing on key stakeholders who play significant roles in the agricultural sector and the communities served by SAA projects. This could include establishing collaborative partnerships with local organizations, involving smallholder farmers in project decision-making processes, and providing platforms for stakeholder consultations and feedback mechanisms tailored to the needs of diverse stakeholder groups.
- Furthermore, SAA should also integrate stakeholder engagement into its management functions, incorporating stakeholder perspectives into project planning, budgeting, and decision-making, and should establish strong monitoring and evaluation

mechanisms to assess the effectiveness of stakeholder engagement practices and project performance.

- Finally, investing in capacity-building initiatives for project staff, focusing on stakeholder management, communication, negotiation, and conflict resolution, will strengthen relationships with stakeholders and in turn enhance the project outcomes.

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ANNEX I- QUESTIONNAIRE

**COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
GRADUATE PROGRAM
PROJECT MANAGEMENT**

The purpose of this questionnaire is to collect data for the research title **“THE EFFECT OF STAKEHOLDERS’ ENGAGEMENT ON PROJECT PERFORMANCE IN THE CASE OF SASAKAWA AFRICA ASSOCIATION CORE PROJECT”** for partial fulfillment of the requirements for the award of the degree of Master of Arts in Project Management.

The information you provide will be kept confidential and will not be used for other purposes except for the intended research purpose. I would also like to thank you in advance for your cooperation and for your time. If you have any doubt, do not hesitate to contact- Tele no- 0932265664.

Instruction: Please answer all the questions to enhance the objectivity of the research. Please indicate your level of agreement or disagreement with each of these statements using the given scale by placing [x] in the provided space.

SECTION I: GENERAL INFORMATION ABOUT RESPONDENTS

1. Gender Male Female
2. Age
 - 20-30 41-50
 - 30-40 Above 50
3. Year of experience in project work
 - 0-5 years 11-15 years
 - 6-10 years 15 years and above
4. Educational Level
 - Diploma Masters
 - Degree PHD
5. Current Position in the Project
 - Program Manager Technical Staff
 - Project administration Project Finance staff
 - Other please specify.....

SECTION II. STAKEHOLDER ENGAGEMENT

A. STAKEHOLDER ENGAGEMENT PRACTICES

Please indicate your level of agreement with the following statements which relate to how you deal with the stakeholders of the project.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A. Stakeholder Identification and Communication					
Stakeholder Identification and Analysis:					
The project team identifies all potential stakeholders associated with the project.					
The project team involves relevant stakeholders in the identification process to ensure comprehensive stakeholder coverage.					
The project team considers the power and influence of stakeholders when analyzing their impact on the project.					
The project team considers the interests and expectations of stakeholders when prioritizing them for engagement.					

The project team develops appropriate strategies to engage stakeholders based on their analysis findings.					
The project team ensures that stakeholder engagement plans are aligned with project objectives and deliverables.					
The project team incorporates feedback from stakeholders when finalizing the stakeholder engagement plan.					
Information Disclosure Practices:					
The project team has a structured approach for disclosing project-related information to stakeholders.					
Project information relevant to stakeholders is communicated in a clear, understandable and on a timely manner.					
The project team utilizes various communication channels to reach different stakeholder groups effectively.					
Stakeholders have access to appropriate communication channels to provide feedback or raise concerns.					
The project team encourages two-way communication with stakeholders, allowing for dialogue and discussion.					
Reporting to stakeholders					
The project team has established a regular reporting schedule to provide updates to stakeholders.					
The project team delivers reports to stakeholders in a timely manner, ensuring that information is provided when needed.					
Reports to stakeholders include comprehensive and relevant information about the project's progress, achievements, and challenges.					
Reports are written in a clear and concise manner, using language that is easily understandable by stakeholders.					
Stakeholders are provided with opportunities to provide feedback or ask questions related to the reports they receive.					

B. Stakeholder Engagement in Project Monitoring

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
B. Stakeholder Involvement in Project Life					
Stakeholder Consultation Process:					
The project team has a well-defined process for conducting stakeholder consultations.					
Stakeholders are consulted at appropriate stages of the project to gather their input and insights.					
Stakeholders have the opportunity to participate in project-related decision-making processes.					
The project team takes action based on the feedback received during stakeholder consultations.					
The project team actively seeks feedback from stakeholders on the effectiveness of the consultation process.					
Negotiation Process:					
The project team identifies and understands the interests and objectives of the other party before entering into negotiations.					
The project team promotes open communication and trust-building activities with partners to foster strong relationships.					
The project team establishes clear roles, responsibilities, and expectations with partners to enhance collaboration.					
The project team regularly communicates and consults with partners to address any issues or concerns proactively.					
The project team evaluates the performance and impact of partnerships to ensure they are delivering the desired outcomes.					
The project team maintains a positive and constructive approach during conflict resolution to preserve relationships with partners.					

Grievance Reporting and Accessibility:

The project team has established a clear and accessible process for stakeholders to report grievances or complaints.					
Stakeholders are provided with multiple channels to report grievances, ensuring accessibility and inclusivity.					
Stakeholders who report grievances receive acknowledgment of their complaint and are kept informed about the progress of its resolution.					
The project team demonstrates a proactive approach in resolving grievances and takes appropriate actions to address the concerns raised.					
The project team actively seeks feedback from stakeholders on the effectiveness and fairness of the grievance management process.					

Stakeholder Engagement in Monitoring:

Stakeholders are actively involved in the monitoring process of the project.					
The project team communicates the monitoring activities and progress to stakeholders in a transparent and timely manner.					
Stakeholders have the opportunity to provide input and feedback on the monitoring process and its findings.					
Stakeholders are invited to contribute to the analysis and interpretation of monitoring data and findings.					
Stakeholders are provided with clear and understandable summaries or reports of the monitoring results.					

C. Integration in Management Function

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
D. Integration in Management Function					
Management Function					
Critical points in the project where stakeholder engagement is necessary are identified.					
The responsible parties for delivering stakeholder engagement actions are determined effectively.					
Stakeholder engagement activities are effectively integrated into the project planning process.					
Stakeholder engagement is integrated with the organizing function of project management.					

SECTION III. PROJECT PERFORMANCE

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Project Performance					
Projects are implemented within the intended timeframe					
Projects are implemented within the intended Budget					
Projects are implemented within the intended Scope					