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STAKEHOLDER ENGAGEMENT, PROJECT MONITORING AND PROJECT SUSTAINABILITY AMONG WATER PROJECTS IN ZOMBO DISTRICT

BY

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BU/GS21/MBA/26

**A DISSERTATION SUBMITTED TO THE DIRECTORATE OF GRADUATE STUDIES,
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SEPTEMBER, 2026

DECLARATION

I, **Angom Jenefer Obura** hereby declare that this is my original work and to the best of my knowledge has never been submitted for the award of a Master's degree in Uganda in any other institution of higher learning unless otherwise acknowledged.

Signature.....



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Date.....

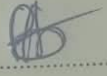
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APPROVAL

This research dissertation titled "Stake holder engagement, project monitoring and project sustainability among water project in Zombo district" has been prepared under our supervision and is submitted with our approval as university supervisors.

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DEDICATION

I dedicate this dissertation to my beloved parents, Mr. Edward P. Obura Onep and Mrs. Milly Grace Obura, whose unconditional love, prayers, sacrifices, guidance, and unwavering support have been the foundation of my academic journey. Your encouragement and belief in my abilities have inspired me to persevere and achieve this milestone.

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ABSTRACT

Sustainability of community projects remains a serious concern in many developing nations, particularly in rural communities, where projects frequently fail to deliver the promised returns when foreign funding ceases. This study investigated the link between stakeholder engagement, project monitoring, and project sustainability in community water initiatives. The study specifically looked at the relationship between stakeholder engagement and project sustainability; the relationship between stakeholder engagement and project monitoring; the relationship between project monitoring and project sustainability; and the role of project monitoring as a mediator between stakeholder engagement and project sustainability. The study was based on stakeholder theory and used a quantitative cross-sectional design. Structured questionnaires were used to collect data, which were then analysed with descriptive statistics, Pearson correlation, regression, and mediation analyses. The findings revealed that stakeholder engagement has a positive and statistically significant relationship with project sustainability. Stakeholder engagement was also found to have a significant positive relationship with project monitoring, while project monitoring significantly and positively influenced project sustainability. Further still, the findings revealed that project monitoring partially mediate the association between stakeholder engagement and project sustainability. The study concludes that stakeholder engagement and project monitoring are complementary governance mechanisms that promote the social, economic and environmental sustainability of community water projects. Active community participation and acceptance strengthen project monitoring through regular reporting, performance measurement and stakeholder feedback, which in turn enhance accountability, informed decision-making and long-term project sustainability. The study recommends that government agencies, development partners and local governments institutionalize participatory stakeholder engagement and strengthen project monitoring systems by enhancing community participation, building the capacity of water source committees, promoting regular project reporting, and establishing effective stakeholder feedback mechanisms to ensure the long-term sustainability of community water projects. However, since the study employed a cross-sectional design and focused on rural community water projects, the findings should be generalized with caution. Future studies should adopt longitudinal and mixed-methods approaches across different development sectors and geographical contexts to validate and extend the findings.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter includes the study's background, statement of the problem, study purpose, study objectives, study hypotheses, study scope, significance of the research, and conceptual framework.

1.1 Background of the Study

For stakeholder value, projects ought to retain their worth by continuous delivery of social, environmental, and economic benefits beyond project completion (Orieno et al., 2024). Scholars such as (Shokouhi & Bachari, 2025) conceptualize Project sustainability as the ability of a project to retain benefits beyond external support. It is the project's ability to balance economic efficiency, environmental protection, and social responsibility (Ahmed et al., 2026). Project sustainability is studied a multi-dimensional construct comprising of Economic Sustainability (the ability of a project to maintain financial resources and generate continued economic value beyond its implementation phase), Social Sustainability (the extent to which a project meets stakeholder needs, promotes equity, and gains long-term community support), Environmental Sustainability (minimizing negative environmental impacts and promoting ecological balance), Institutional Sustainability (structures, policies, and governance systems that support project continuity) and Technical Sustainability (the continued functionality, usability, and maintenance of project outputs or systems) (Ahmed et al., 2026; Kivilä et al., 2017; Myers et al., 2014).

Empirical evidence affirms that the life span of NGO projects hardly sustain benefits beyond funder support. For instance, a study by García Villena, et al. (2022) in Latin America and the Caribbean revealed that many community-based projects had moderate sustainability, with performance indices averaging 0.638, suggesting that many projects fail to maintain their benefits over time. Similar trends are observed across Africa, as highlighted by the World Bank (2023), which reported that 40% of development projects in Tanzania failed to generate economic returns. In Uganda, research conducted by the Office of the Prime Minister (2020)

found that over 60% of community projects in districts like Apac, Lira, and Kitgum were either non-functional or underperforming three years after their completion. Also, the Uganda Women Empowerment Program (UWEP) found that 52% of funded projects in districts like Kumi and Mbale had collapsed within three years of implementation (Kyambogo University, 2022). Local government reports indicate that over 55% of small-scale community projects implemented at the sub-county level in Zombo became partially or fully non-functional within two years after completion (Zombo District Local Government, 2022).

In Zombo District, community development projects have faced persistent sustainability challenges, particularly in livelihood, agricultural and water infrastructure interventions. Reports from Zombo District Local Government (2022) indicate that over 55% of small-scale community projects implemented at sub-county level became partially or fully non-functional within two years of completion. For example, several water points constructed under government and donor-supported programs were abandoned while some livelihood projects, including farmer cooperatives and small-scale poultry and vegetable initiatives, failed to generate expected long-term benefits (Zombo District Local Government, 2022).

This study is anchored on Stakeholder Theory (ST) by Freeman (1984). ST posits that the long-term success and sustainability of projects are contingent upon the identification, involvement and management of all relevant stakeholders (Freeman, 1984). The study thus identifies stakeholder engagement and project monitoring as determinants of sustainable project performance.

Despite the increasing attention given to project sustainable performance in developing countries, significant gaps remain in the literature that limit the applicability of existing findings to the Zombo District context. While prior research underscores the importance of stakeholder

engagement, the role of project monitoring as a mediating variable in explaining the underlying mechanism under which stakeholder engagement affects project sustainable performance has received limited attention (Organisation for Economic Co-operation and Development [OECD], 2021; United Nations Development Programme [UNDP], 2023). Additionally, most empirical studies on project sustainability have been conducted mostly in developed countries leaving the specific dynamics of community development projects in Uganda, particularly in Zombo District largely unexplored (National Planning Authority [NPA], 2023). This study thus investigated how water projects in the Zombo area relate to stakeholder participation, project monitoring, and sustainable performance.

1.2 Statement of the Problem

Development projects are expected to generate lasting social, economic and environmental benefits beyond the period of funding and implementation. Consequently, project sustainability is increasingly regarded as an important measure of project effectiveness, particularly for community development interventions intended to improve livelihoods and service delivery in rural areas (Organisation for Economic Co-operation and Development [OECD], 2021). However, evidence indicates that sustaining project benefits remains a challenge in Uganda. For example, the Ministry of Water and Environment reported that only 84% of rural water sources were functional as of June 2023, representing a 16% non-functionality gap (Ministry of Water and Environment [MoWE], 2023). This national situation demonstrates that a considerable proportion of investments in rural water infrastructure do not remain fully functional over time. The challenge is particularly evident in Zombo District. Ministry of Water and Environment data indicate that approximately 21% of water sources in Zombo were non-functional (MoWE, 2023).

This level of functionality was below the national rural water functionality rate of 84%, highlighting a notable local sustainability gap. Zombo District has also benefited from several government and development interventions aimed at improving livelihoods (Office of the Prime Minister, 2020; Uganda Bureau of Statistics, 2022) however, evidence of non-functionality and declining benefits raises concerns about whether water projects are achieving their intended long-term outcomes. Therefore, the study investigated the relationship between stakeholder engagement, project monitoring and project sustainability of water projects in Zombo District, Uganda.

1.3 Purpose of the Study

The study investigated the relationship between stakeholder engagement, project monitoring and project sustainability for water projects in Uganda's Zombo district.

1.4 Study Objectives

- i. To determine the relationship between stakeholder engagement and project sustainability of water projects in Uganda's Zombo district.
- ii. To examine the relationship between stakeholder engagement and project monitoring of water projects in Uganda's Zombo district.
- iii. To determine the relationship between project monitoring and project sustainability of water projects in Uganda's Zombo district.
- iv. To examine the mediating role of project monitoring in the relationship between stakeholder engagement and project sustainability of water projects in Uganda's Zombo district.

1.5 Hypotheses of the Study

- H₁: Stakeholder engagement significantly affects project sustainability.
- H₂: Stakeholder engagement significantly affects project monitoring.
- H₃: Project monitoring significantly affects project sustainability.
- H₄: The relationship between stakeholder engagement and project sustainability is mediated by project monitoring.

1.6 Scope of the Study

1.6.1 Subject Scope

The study looked into the factors that influence sustainability of community development projects in Zombo District. Specifically, the study will investigate how stakeholder engagement as an independent variable influences project sustainable performance and how project monitoring functions as a mediating variable in this relationship. Project sustainability, the dependent variable, was assessed in terms of economic, social and environmental sustainability.

1.6.2 Geographical Scope

The study was carried out in Zombo District, which is in Northern Uganda's West Nile sub-region. Zombo district received numerous government and donor-supported community development projects aimed at improving water and sanitation, agricultural productivity, livelihood diversification and social infrastructure. Despite these interventions, empirical evidence indicates that project sustainable performance in Zombo District remains low, with a significant proportion of completed projects failing to maintain intended benefits over time (Zombo District Local Government, 2022).

1.7 Significance of the Study

The study's findings could help the Government of Uganda to develop and execute policies to promote stakeholder engagement and identify the best approaches to design and implement community-based programs that provide long-term benefits to users.

The study could advise project implementers and funders on the most effective techniques for training and guiding beneficiaries in order to ensure that initiatives placed in their care continue for an extended period.

The study's findings could also assist experts to determine the extent to which project monitoring and stakeholder participation affect project long-term performance.

1.8 Conceptual Framework

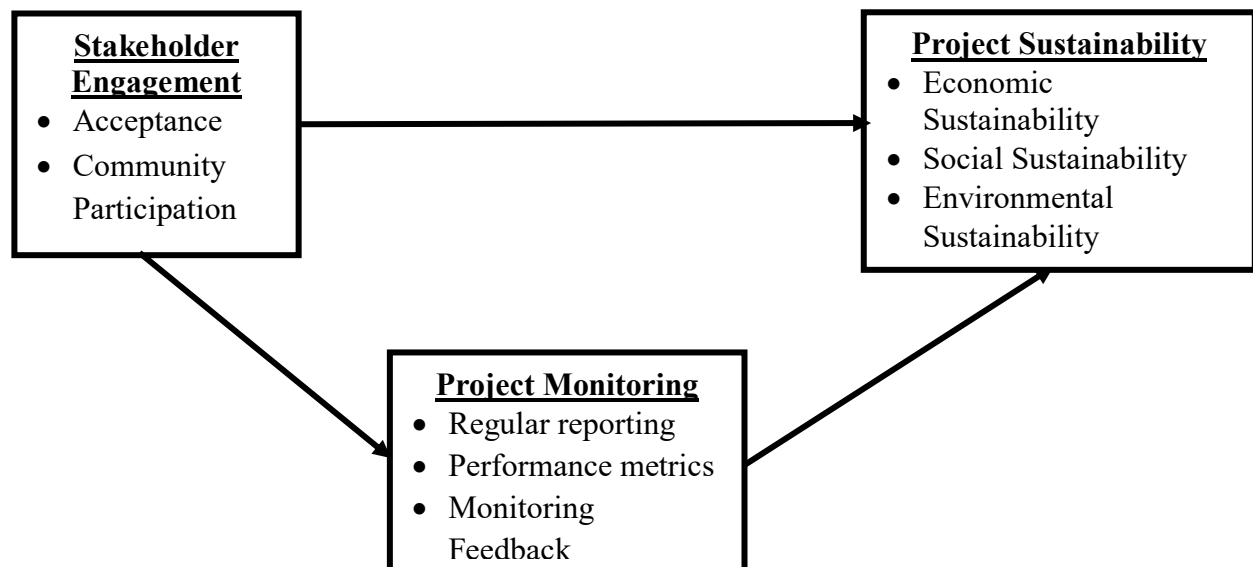


Figure 1: Conceptual Framework

Source: *Adopted and modified from literature review (Bidgorn & korf, 2012; Anderson et al. 2013; Jørgensen & Emblemståg (2017), PMI (2017); Maurer, et al., 2022; Walumbwa et al., 2008)*

The conceptual framework describes the theoretical flow of the study's notions. This model shows that stakeholder engagement has a direct impact on long-term project performance. Furthermore, the model demonstrates that stakeholder engagement has a direct impact on project

monitoring. The model also shows that project monitoring can have a direct impact on long-term project performance. Furthermore, the model suggests that project monitoring can be used to mediate stakeholder participation and influence long-term project performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter comprises of the review of literature in regard to the research constructs. Specifically, theoretical literature review, conceptual review and empirical review are embedded in the chapter.

2.2 Theoretical Review

This research was guided by the Stakeholder Theory (ST), which was first proposed by Freeman (1984) in his key work *Strategic Management: A Stakeholder Approach*. According to the notion, organizations do not work in isolation but rather interact with a variety of groups, individuals, or entities (known as stakeholders) who might influence or be affected by the organization's goals (Freeman, 1984). Stakeholders may include employees, customers, suppliers, government agencies, local communities and non-governmental organizations (Freeman, Harrison, Wicks, Parmar, & de Colle, 2010). The theory's basic premise is that the long-term viability of an organization or project depends on defining, engaging and balancing the interests of these various stakeholders.

ST argues that identification of relevant stakeholders, recognition of their legitimate interests and consideration of their influence on organizational outcomes is very important. The theory emphasizes that stakeholders have both intrinsic and instrumental value: intrinsically, their rights and interests should be respected and instrumentally, managing stakeholders effectively

contributes to the achievement of organizational goals. Freeman et al. (2010) highlight that organizations that proactively engage stakeholders are more likely to achieve sustainability, innovation and social legitimacy, as well as avoid conflicts that may hinder project outcomes. The theory also underscores the importance of continuous communication, collaboration, and feedback mechanisms to align stakeholder expectations with organizational objectives.

ST was required to examine the projects implemented by NGOs because such projects often operate within complex environments that involve multiple actors with competing interests. Effective stakeholder engagement, as postulated by the theory, can enhance resource mobilization, project monitoring and the sustainability of project outcomes. For instance, active participation of local communities, NGO staff and donors can provide critical information for project planning and performance evaluation, thereby improving operational efficiency and long-term impact (Mitchell, Agle, & Wood, 1997).

The theory supports the hypothesized relationships by suggesting that stakeholder engagement influences project sustainability directly and indirectly through project monitoring. According to the theory, the more stakeholders are involved, informed and consulted, the better the mechanisms for monitoring and controlling project activities, which in turn enhances the project's sustainability. Project monitoring serves as an instrumental mechanism through which stakeholder engagement translates into positive outcomes, aligning with the core tenet of the theory that stakeholder management is central to achieving project success (Freeman et al., 2010; Clarkson, 1995).

2.3 Conceptual Review

Stakeholder engagement refers to the methods and techniques that organizations use to engage, communicate, and interact with relevant stakeholders to influence project outcomes (Freeman et al., 2010; Schaufeli et al., 2002). This study defines stakeholder engagement in terms of participation and communication, which capture the degree to which stakeholders are actively involved in decision-making, informed about project activities and able to provide input that can shape project implementation. Higher levels of engagement are expected to improve project monitoring mechanisms by ensuring timely reporting, feedback and alignment of project activities with stakeholder expectations, ultimately contributing to improved project sustainability.

Project monitoring is defined as the systematic process of tracking project activities, assessing performance and evaluating progress toward set objectives to ensure that a project is implemented as planned (Project Management Institute [PMI], 2017). This study conceptualizes project monitoring in terms of regular reporting, performance metrics and feedback, which allow managers to detect deviations, make corrective actions and provide stakeholders with updates on project performance. Project monitoring serves as a mediating mechanism between stakeholder engagement and project sustainability, as active involvement of stakeholders supports continuous monitoring and the collection of relevant data, which in turn strengthens the capacity of the project to achieve long-term sustainable outcomes (PMI, 2017).

Project sustainability refers to a project's ability to continue to provide benefits and operations over time, even after original support or external money is withdrawn (House et al., 2023; Arkoh, Costantini, & Scarpa, 2024). This study examines project sustainability in terms of financial, technical, and operational capabilities, which collectively determine whether NGO projects can continue delivering intended benefits and services beyond the implementation phase.

Stakeholder engagement and project monitoring are linked to project sustainability in that engaged stakeholders provide essential resources, oversight, and feedback, while systematic monitoring ensures effective resource utilization and adaptive management, together enhancing the project's long-term viability (House, et al., 2023).

2.4 Empirical Literature Review

2.4.1 Stakeholder Engagement and Project Sustainability

Recent empirical research indicates a clear positive association between stakeholder engagement and project sustainability, but also reveals important nuances and gaps. In Kenya, a 2025 NGO-focused study on FIDA Kenya's toll-free lines initiative found that stakeholder identification, involvement, and communication significantly influenced project sustainability and reinforcing that structured engagement throughout project phases is crucial for long-term viability (Bukhala, Ekambi & Katua, 2025). This study substantiates a global trend that engaging stakeholders systematically (not just superficially) is vital for sustainability. However, its focus on a single case limits generalizability across diverse NGO contexts and types of projects, revealing a contextual gap in empirical research across sectors.

In the broader East African regional context, studies also demonstrate positive relationships between stakeholder engagement and sustainability, but with limitations. A 2023 study in Kenya's health sector showed that stakeholder engagement positively influenced sustainability of donor-funded health projects, and that improving engagement mechanisms strengthens sustainability outcomes (Micheni, Were & Namusonge, 2023). While this study confirms the relevance of engagement, it lacked an explicit exploration of *which specific engagement dimensions* (e.g., feedback versus participation) most strongly drive sustainability, indicating a theoretical gap in disentangling the effects of different engagement components. Additionally,

research from East African organizations on internal stakeholder engagement and project performance suggests that engagement supports outputs like timeliness and quality, but does not directly address post-implementation sustainability, highlighting an outcome gap in the literature that stops short of linking engagement with long-term viability (Richu, Atem, & Kaguara, 2025). A 2026 mixed-methods study across rural development projects in Uganda found that participatory decision-making structures significantly enhanced project sustainability scores but also revealed that engagement often remains tokenistic due to power asymmetries and limited organizational capacity, which undermines long-term project viability (Kyambade, et al., 2026). This finding underscores a practical implementation gap: while participatory mechanisms are often mandated, their execution does not always translate into meaningful engagement that fosters enduring sustainability. It also points to a context-specific issue in low-resource settings where social capital and institutional capacity shape whether engagement truly contributes to outcomes.

In Ugandan empirical research, recent contributions provide valuable but sector-limited insights. A 2026 qualitative study on health and sanitation projects in Uganda found that inclusive participation, transparent communication, and institutional oversight mechanisms enhanced trust, accountability, and resource efficiency, which in turn supported sustainability performance (Kyambade et al., 2026). While this study supports the positive link between engagement and sustainability, its qualitative design limits the ability to quantify the strength or direction of relationships, indicating a methodological gap for quantitative measurement of these effects in Ugandan. Further, although a 2024 cross-sectional case study of stakeholder engagement in an NGO health project in Kampala suggested that involvement influences effectiveness and sustainability, it did not rigorously test statistical relationships or isolate engagement dimensions,

evidencing a gap in analytical rigor and in linking engagement specifically to sustainability outcomes (Nantumbwe, Lukyamuzi & Nkuruziza, 2025).

2.4.2 Stakeholder Engagement and Project Monitoring

Recent research has shown that stakeholder engagement plays a significant role in strengthening project monitoring systems. A study on infrastructure projects in South Asia found that early stakeholder involvement significantly improved the design and functionality of monitoring frameworks, leading to more frequent reporting and better compliance with project benchmarks (Amin, Scheepers, & Malik, 2023). This finding suggests that engaging stakeholders from the project inception stage contributes to more robust monitoring, but the study was conducted primarily in engineering and construction settings, creating a gap in understanding whether similar effects occur in non-infrastructure or NGO-led development projects where stakeholder dynamics differ (Amin, et al., 2023).

Evidence also points to a positive connection between stakeholder engagement and monitoring effectiveness, though insights remain fragmented across sectors. A study in Ghana reported that continuous communication and participatory reporting between stakeholders and project teams enhanced monitoring outcomes, allowing for regular performance checks and corrective actions (Amin, Scheepers & Malik, 2023). While this research confirms that engagement can improve monitoring mechanisms, it did not differentiate the effects of specific engagement dimensions (such as feedback versus consultation), indicating a conceptual gap in understanding which aspects of engagement are most critical for monitoring improvements (Amin, et al., 2023).

Similarly, research on rural water and sanitation projects in Nigeria found that stakeholder consultations and feedback loops contributed to adaptive monitoring processes that enabled

project teams to refine activities based on community input (Zuniga-Teran, et al., 2022). However, this study was qualitative in nature, limiting its capacity to quantify the strength and direction of the relationship between engagement and monitoring. The lack of statistical measurement represents a methodological gap, as there is limited quantitative evidence on the stakeholder engagement monitoring association in many African project environments (Zuniga-Teran, et al., 2022).

Empirical work has shown that engaging local farmers and leaders in planning and review forums in Tanzania supported more accurate monitoring and timely performance reporting (Jesse & Malisa, 2023). Although this study confirms stakeholder engagement's role in facilitating monitoring practices, it relied on descriptive evidence and lacked inferential statistical testing, demonstrating a quantitative evidence gap in which the exact nature and strength of engagement's influence on monitoring remain unclear (Jesse & Malisa, 2023).

Research from Uganda also provides supportive but limited evidence for the relationship between stakeholder engagement and project monitoring. A study on community development programs in Uganda identified that regular stakeholder consultations, joint review sessions, and participatory reporting structures improved monitoring performance by encouraging accountability and shared information sharing (Namukasa et al., 2024). Nonetheless, this research did not apply inferential statistical analysis to test hypothesized relationships, leaving a methodological weakness in the current local evidence base (Namukasa & Museveni, 2024). Another Uganda-based study in the water and sanitation sector suggested that involvement of community representatives in monitoring committees improved tracking of project milestones, but the research focused on a single sector and did not include varied NGO stakeholders,

indicating a scope gap that limits generalizability to broader NGO project settings (Bibohere, Ssekamatte, & Olwenyi, 2024).

2.4.3 Project Monitoring and Project Sustainability

Recent empirical studies suggest a clear link between project monitoring and project sustainability, but also reveal gaps that the current study seeks to address. In an analysis of infrastructure and community development programs across South Asia, comprehensive monitoring was shown to significantly predict long-term project sustainability outcomes, where projects with structured monitoring frameworks were more likely to sustain outputs and benefits beyond implementation (Sari, Alfarizi, & Ab Talib, 2024). This research reported that regular performance reviews and adaptive tracking practices facilitated timely corrective actions, which in turn prevented project slippage and contributed to sustained impact (Sari, et al., 2024). Although this study supports the positive role of monitoring in sustainability, it primarily focused on large infrastructure projects, revealing a sectoral gap since the transferability of these findings to NGO-led rural development or agricultural projects remains unclear.

Further empirical evidence underscores the importance of monitoring for sustainability. A 2025 study in Kenya on water and sanitation projects found that systematic monitoring was strongly associated with sustained service delivery after donor exit (Otundo, 2024). The authors attributed this to the fact that strong monitoring systems helped communities identify and rectify implementation issues early, build local ownership, and support timely maintenance activities. While this reinforces monitoring's role, the Kenyan study did not explicitly test which specific monitoring dimensions (e.g., frequency of reporting versus quality of feedback) were most

significant, pointing to a conceptual gap in understanding the differential influence of individual monitoring components on sustainability outcomes (Otundo, 2024).

Research from Ghana investigated monitoring practices in agriculture extension programs and reported that involving stakeholders in performance tracking boosted community adherence to recommended practices, which improved continuation of benefits (Rey, Laprise & Lufkin, 2021). Although this research highlights positive associations, it was cross-sectional and did not employ longitudinal follow-up to assess sustainability over time. The lack of temporal analysis indicates a methodological gap, as many studies infer sustainability benefits without measuring outcomes beyond project closure (Rey, et al., 2021).

Evidence from East African NGO contexts also supports the monitoring–sustainability link but is limited in scope. A 2026 study in Tanzania demonstrated that NGOs which implemented regular performance monitoring and feedback systems were better able to sustain community health and education interventions, as monitoring enhanced accountability and resource utilization (Vanessa & Gitahi, 2023). However, this study relied on mixed qualitative and descriptive quantitative data without robust inferential testing of the strength and significance of the monitoring–sustainability relationship, suggesting a measurement gap in quantitatively validating the observed associations (Vanessa & Gitahi, 2023).

In Ugandan empirical research, evidence remains emerging but is still limited and sector-specific. A recent 2025 study examining rural livelihood projects in western Uganda reported that continual project tracking, stakeholder engagement in monitoring, and feedback loops were positively associated with sustained livelihood outcomes at the community level (Bikadho, et al., 2025). However, the study did not disaggregate monitoring dimensions or apply advanced statistical modeling to determine effect sizes, highlighting a context-specific analytical

gap. Another Ugandan study in agricultural extension noted that improved monitoring practices contributed to post-project adoption of recommended farming practices, but it focused on a narrow subset of outcomes and did not test the broader concept of project sustainability (Ndayisaba, & de Dieu Dushimimana, 2023).

Across these empirical studies, the consistent pattern is that enhanced project monitoring is positively related to project sustainability, often through mechanisms such as early problem identification, adaptive management, and increased accountability (Sari, et al., 2024; Otundo, 2024; Vanessa & Gitahi, 2023).

2.4.4 Stakeholder Engagement, Project Monitoring and Project Sustainability

According to empirical studies, project monitoring may mediate the relationship between stakeholder participation and project sustainability, although this specific mediation pathway remains under-explored in many contexts. A study examining urban infrastructure projects in South Asia found that stakeholder engagement did not directly lead to sustainability outcomes unless strong monitoring systems were in place; monitoring effectively transmitted the influence of stakeholders' inputs into sustained project performance, indicating a partial mediation effect (Amin, et al., 2023). This supports the idea that engaged stakeholders contribute critical information and oversight that strengthens monitoring processes, which in turn reinforce sustainability, but the study's sectoral focus on infrastructure limits its applicability to NGO and community development settings.

In East Africa, limited quantitative research has tested this mediating mechanism formally. A recent Kenyan study in water and sanitation projects reported that stakeholder engagement improved monitoring practices, which then significantly predicted long-term service continuity

after donor exit (Otundo, 2024). The authors used structural equation modeling to show that monitoring explained a significant proportion of the variance in sustainability outcomes, providing empirical support for mediation. However, while the study provides valuable quantitative evidence, it treated monitoring as a composite rather than disaggregating which dimensions (e.g., feedback loops versus performance metrics) mediate the engagement–sustainability pathway, creating a conceptual gap in identifying the most influential monitoring sub-components.

Further, research from Tanzanian NGO-led education and health interventions found that stakeholder involvement enhanced routine performance reviews and feedback mechanisms, which improved follow-up actions and increased sustainability indicators such as ongoing community service uptake (Vanessa & Gitahi, 2023). This study qualitatively identified monitoring as a *bridge* between engagement and sustainability outcomes, but did not employ inferential testing to quantify the mediation effect, exposing a methodological gap in statistically validating the indirect effect of stakeholder engagement through monitoring systems.

A cross-national comparative study involving development projects in Uganda and Kenya examined communication and participatory structures, finding that monitoring systems mediated the relationship between engagement intensity and sustainability outcomes, particularly in projects where stakeholders were involved in periodic reviews and performance tracking (Kyambade, et al., 2026). This study used path analysis and reported significant indirect effects, but its sample was limited to rural livelihood and infrastructure projects, leaving a scope gap in understanding whether similar mediation occurs in multi-sector NGO environments beyond rural or infrastructure contexts.

An exploratory quantitative study in Uganda's agricultural extension programs suggested that monitoring partially mediated the relationship between participatory stakeholder structures and the adoption of sustainable practices, with monitoring explaining approximately 34% of the indirect effect (Ndayisaba, & de Dieu Dushimimana, 2023). While this provides important localized evidence, the study did not examine a broader sustainability construct (e.g., institutional or financial sustainability), focusing instead on behavioral outcomes, indicating a construct gap in fully capturing how monitoring mediates engagement and sustainability.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research design, study population, sample size and sampling method, data type and source, measurement of study variables, data collection instrument, validity and reliability of data collection instrument, data analysis, and ethical issues are all included in this chapter.

3.2 Research Design

According to Saunders, Lewis, and Thornhill (2023) and Chih-Pei & Chang (2017), research design is the systematic plan or blueprint that directs the processes for gathering, measuring, and analyzing data in a study in order to answer research questions and test hypotheses in a valid and reliable manner. This study used a cross-sectional, correlational research design employing a quantitative approach to explore the relationship between the study variables. The cross-sectional research design used in this study entails gathering data from a specific population at one particular moment in time. A cross-sectional design enables the researcher to examine the

relationships between the study variables, making it efficient in terms of time and resources while still allowing for statistical analysis of associations among variables (Saunders et al., 2023; Zikmund et al., 2000). The study also used a quantitative research methodology, which focuses on collecting and analyzing numerical data to utilize statistical methods to assess correlations between variables. The quantitative approach allows for objective measurement of key constructs, enhances the generalizability of findings and supports hypothesis testing through inferential statistics (Chih-Pei & Chang, 2017; Tabachnick & Fidell, 2025).

3.3 Target Population

The study's target population consisted of 113 NGO-funded projects (Zombo District NGO Forum Report, 2024) implemented in Zombo District, which will constitute the unit of analysis since they represent all registered and active NGO projects within the defined scope of the study.

3.4 Sample Size and Sampling Technique

3.4.1 Sample Size Determination

The number of units or respondents chosen from the target population to take part in a study is referred to as the sample size (Tabachnick & Fidell, 2025). Based on the Krejcie and Morgan (1970) table for sample size, this study chose a sample of 92 NGO projects (see Appendix IV) from a total population of 113 projects. The Krejcie and Morgan table was employed in the study because it offers a widely recognized and scientifically proven approach for calculating sample size for finite populations, which reduces sampling error and improves the findings' generalizability (Krejcie & Morgan, 1970).

3.4.2 Sampling Technique

To choose NGO projects from the target demographic, the study used a straightforward random sampling technique. Every member of the population has an equal and independent chance of being chosen for inclusion in the sample when using simple random sampling, a probability sampling technique (Taherdoost, 2016; Saunders et al., 2023). Simple random sampling technique was used because the NGO projects are assumed to be homogenous. A complete list of the 113 NGO projects was obtained and each project was assigned a unique number; thereafter, the researcher used a random selection method to select 92 projects without replacement until the required sample size was achieved.

3.5 Data Source and Type

Primary data was used in the study (Chih-Pei & Chang, 2017; Saunders et al., 2023). Because it offers up-to-date, trustworthy, and context-specific insights into the connection between stakeholder engagement, project monitoring, and project sustainability among NGO projects in Zombo District, primary data was chosen (Saunders et al., 2023). The study specifically collected quantitative data, as it sought to establish and test relationships among variables using statistical techniques, thus enabling objective analysis and generalization of results (Chih-Pei & Chang, 2017).

3.6 Data Collection Instrument

In order to get standardized data from a large and geographically distributed population in a short amount of time, the study employed a structured self-administered questionnaire (Chih-Pei & Chang, 2017; Saunders et al., 2023). In addition, the self-administered nature of the questionnaire minimizes interviewer bias and provides respondents with sufficient time to give thoughtful and independent responses. A 5-point Likert scale, with 1 denoting strongly disagree

and 5 denoting strongly agree, will serve as the anchor for the questionnaire's closed-ended items.

3.7 Measurement of Study Variables

The study used stakeholder engagement measuring items created by Schaufeli et al. (2002) and Maurer et al. (2022). Stakeholder engagement was conceptualised in terms of participation, communication, and involvement. Before being anchored on a 5-point Likert scale with 1 denoting strongly disagree and 5 denoting strongly agree, these items were adjusted to fit the context of NGO projects in Zombo District.

The study used project monitoring measurement items created by the Project Management Institute (PMI, 2017) and conceptualized project monitoring in terms of regular reporting, performance indicators, and feedback. To make quantitative analysis easier, the questionnaire's items were modified to meet the study's context and anchored on a 5-point Likert scale.

The study used measurement items from House et al. (2023) and Arkoh et al. (2024) to conceptualize project sustainability in terms of financial, technical, and operational capabilities to sustain projects. A 5-point Likert scale will be used to measure these items, which were then adjusted to fit the Zombo District NGO project environment.

3.8 Validity and Reliability

3.8.1 Validity

The degree to which a data collection tool accurately measures what it is supposed to measure is referred to as validity (Chih-Pei & Chang, 2017; Saunders et al., 2023). The Content Validity Index (CVI) was used in this study to evaluate the questionnaire's validity and make sure that the items accurately reflected the concepts of stakeholder involvement, project monitoring, and

project sustainability. Research supervisors conducted an expert assessment of the instrument, evaluating each item's suitability, clarity, and relevance to the study variables. The formula $CVI = K/N$ will be used to calculate the CVI, where N is the total number of items on each construct and K is the number of things assessed as relevant. The instrument was deemed to have sufficient content validity if the CVI value was 0.70 or above (Lynn, 1986).

3.8.2 Reliability

The ability of a data collection tool to consistently yield steady and consistent results is referred to as reliability (Tabachnick & Fidell, 2025). In this study, the reliability of the structured questionnaire was determined through a pilot study conducted on NGO projects outside Zombo District. Specifically, 15 questionnaires were administered to a sample of NGO projects within in Yumbe district since Yumbe has similar characteristics like Zombo. The Statistical Package for Social Scientists (SPSS) was then used to analyse the gathered data using Cronbach's Alpha coefficients in order to evaluate internal consistency. The questionnaire items were deemed reliable and consistently measure the constructs of stakeholder involvement, project monitoring, and project sustainability if the Cronbach's Alpha value was 0.70 or higher (Cronbach, 1950).

To determine the consistency of the research findings and the validity of the research instrument to measure the stated constructs, the global variables of the study were examined for validity and reliability. Stakeholder engagement (0.79), project monitoring (0.91), and project sustainability (0.84) all had CVI indexes above the 0.7 threshold, indicating that the study variables were valid. In terms of reliability, the study's results demonstrate that the data was trustworthy, with all of the study variables' Cronbach alpha coefficients exceeding the 0.7 cutoff. The Cronbach alpha for stakeholder involvement was ($\alpha=0.86$), project monitoring was ($\alpha=0.87$), and project

sustainability was ($\alpha=0.83$), according to the results in Table 3.1, indicating the reliability of the data utilized to derive conclusions.

Table 3. 1:Content Validity Index and Cronbach's Alpha

Variable	No of Items	CVI	Cronbach's Alpha
Stakeholder Engagement	6	0.79	0.86
Project Monitoring	17	0.91	0.87
Project Sustainability	12	0.84	0.83

Source: Primary Data, 2026

3.9 Data Collection Procedure

First, Busitema University provided the researcher with an introductory letter. Following this, the researcher distributed structured self-administered questionnaires to the selected sample of 92 NGO projects to collect data on study variables. The respondents primarily included a project manager and one other NGO staff involved in project implementation. Respondents were given adequate time to complete the questionnaires and the researcher ensured follow-up to maximize response rates while maintaining confidentiality and ethical standards throughout the data collection process.

3.10 Data Analysis

After being cleaned, adjusted, and coded, the field data was imported into the Statistical Package for Social Scientists (SPSS V23) for analysis. The study variables and the characteristics of the respondents were summarized using descriptive statistics, such as means, standard deviations, and frequencies. Correlation, regression, and mediation analyses are examples of inferential statistics. In order to determine the degree of association between the variables, correlation analysis was used to look at the direction and intensity of associations between the study

variables. The predictive capacity of the independent variable and the mediator on project sustainability was then ascertained using hierarchical regression analysis, which allowed for the measurement of how changes in the independent variables explain variations in the dependent variable. utilizing the Baron and Kenny (1986) method, mediation analysis was carried out in SPSS utilizing Process Macro (V.3.4) to investigate whether project monitoring mediates the link between stakeholder participation and project sustainability. Mediation analysis was conducted to allow the study to explore the underlying mechanism through which stakeholder engagement influences project sustainability, providing deeper insights into causal pathways and enhancing the explanatory power of the study findings.

3.11 Ethical Considerations

To formally explain the goal of the study and build confidence with respondents, the researcher received an introductory letter from Busitema University's department of economics and management. This measure was necessary to minimize suspicion and build trust among the participants, ensuring that they understand the research is solely for academic purposes and not associated with any hidden agenda. To protect the confidentiality of respondents, the questionnaire was designed without requiring respondents' names or any personally identifying information. This was important because it helped ensure that the opinions and information provided cannot be traced back to individual respondents, encouraging honest and uninhibited responses and reducing the risk of any potential repercussions from sharing sensitive information.

In addition, the researcher sought consent from all respondents before data collection. The goal of the study, its methods, and respondents' rights; including the freedom to discontinue

participation at any time without incurring penalties, were all clearly explained to the participants. Seeking informed consent was important as it respects the autonomy of participants and ensures that their participation is voluntary, which is a fundamental ethical principle in research. Additionally, the researcher made sure that all information was securely secured to prevent unwanted access and used only for scholarly purposes. This ethical practice safeguarded the integrity of the research and protects participants' information from misuse, enhancing trust and compliance with ethical standards. The study also adhered to all ethical guidelines and principles set by Busitema University and relevant research regulatory bodies, including fairness, transparency and respect for participants.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter comprises the response rate, demographic characteristics of study respondents and the analytical results in relation to the tested research hypotheses.

4.1 Response Rate

For social science research, the overall usable response rate of 94.5% is regarded as high and acceptable. A response rate of 70% or higher is considered extremely satisfactory, according to Saunders et al. (2023). The follow-up methods utilized to remind participants are responsible for the high response rate in this study.

Table 4. 1:Response Rate

Frequency	Valid Percent (%)
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Response	87	94.5%
Non response	05	5.5%
Total Distributed	92	100%

Source: Primary Data, 2026

4.2 Demographic characteristics of the respondents and Projects

The findings in Table 4.2 show that 79 respondents (45.4%) were male, while 95 respondents (54.6%) were female. This indicates that female water user committee members slightly outnumbered male counterparts in Zombo district. The results suggest that although there is progress toward gender balance, the water user committees remains moderately female-dominated. Regarding age of the respondents, most respondents (41.4%) were aged between 40 – 49 years, followed by 31.6% aged 50 years and above. The results further show that 17.8% were between 30 – 39 years, while 9.2% were below 30 years. These findings indicate that the majority of water user committee members are relatively older with moral values and integrity, reflecting a committee composition that can contribute to the long-term survival of the water projects. As regards education level, the results reveal that the majority of respondents (50.0%) were secondary school graduates, followed by 24.1% who possessed a diploma, 12.1% with a bachelor's degree, 12.1% with a primary school education and only 1.7% who had attained a Postgraduate qualification. This suggests that most water user committee members have a minimum education level training necessary to support water projects management for their sustainability.

The findings also reveal that 81.6% of the water projects in the region have lasted three years or longer, 13.8% have lasted one to two years, whereas 4.6% of the water projects have lasted for

less than 1 year. Results on the number of users per water facility indicates that 5.7% of water facilities serve less than 50 members, 52.9% serve between 50 and 100 members and only 41.4% serve more than 100 users. These findings imply that most water facilities serve a great number of users.

Table 4. 2: Respondent and Project characteristics

Variable	Category	Frequency	Percent (%)
Gender	Male	79	45.4
	Female	95	54.6
	Total	174	100
Age	Less than 30 years	16	9.2
	30 – 39 years	31	17.8
	40 – 49 years	72	41.4
	50 years and above	55	31.6
	Total	174	100
Education Level	Primary	21	12.1
	Secondary	87	50.0
	Diploma	42	24.1
	Bachelor Degree	21	12.1
	Postgraduate	3	1.7
	Total	174	100
Years of Project Operation	Less than 1 year	4	4.6
	1 – 2 years	12	13.8
	3 – 4 years	26	29.9
	5 – 6 years	45	51.7
	Total	87	100
Number of Users	Less than 50	5	5.7
	50 – 100 members	46	52.9
	More than 100	36	41.4
	Total	87	100

Source: Primary data, 2026

4.3 Descriptive Statistics

The descriptive statistics indicate in table 4.3 below imply that respondents generally expressed positive perceptions regarding all the study variables, as reflected by mean scores that are close to 4.0 on the five-point Likert scale. Specifically, stakeholder engagement recorded a mean score of 4.02 (SD = 0.803), suggesting that respondents agreed that stakeholder engagement practices were adequately implemented within the projects. However, the comparatively higher standard deviation suggests that respondents' opinions varied somewhat, suggesting that different respondents had different perspectives on stakeholder participation. Project monitoring registered the highest mean score of 4.19 (SD = 0.570), indicating strong agreement that project monitoring activities were effectively carried out. The lower standard deviation further suggests that respondents' opinions were relatively consistent, reflecting a high level of consensus regarding project monitoring practices. In a similar vein, project sustainability had a mean score of 3.98 (SD = 0.587), suggesting that most respondents thought the water projects had sustainable results. The relatively low standard deviation also indicates limited variability in responses, suggesting a considerable degree of agreement among respondents.

Table 4. 3: Descriptive Statistics

Variable	Min.	Max.	Mean	Standard Dev.
Stakeholder Engagement	1.33	5.00	4.02	0.803
Project Monitoring	2.29	4.88	4.19	0.570
Project Sustainability	2.08	4.50	3.98	0.587

Source: Primary Data, 2026

4.4 Correlation Analysis

The strength and direction of the association between stakeholder engagement, project monitoring, and project sustainability were ascertained by correlation analysis. Stakeholder engagement and project sustainability were found to be positively and significantly correlated ($r = 0.350^{**}$, $p < 0.01$). These results imply that project sustainability improves with the presence of stakeholder engagement behaviors such as community participation and acceptance of projects. Additionally, the findings show a statistically significant positive association ($r = 0.561^{**}$, $p < 0.01$) between project monitoring and stakeholder engagement. This suggests that stakeholder engagement create an environment that feedback and regular report of project progress. Additionally, the study's findings show that project monitoring and project sustainability have a positive and substantial association ($r = 0.736^{**}$, $p < 0.01$). This suggests that sustained programs are more likely to be the outcome of improved project monitoring.

Table 4. 4: Correlation results

Variables	1	2	3
1. Stakeholder Engagement	1		
2. Project Monitoring	0.561**	1	
3. Project Sustainability	0.350**	0.736**	1

**Correlation is significant at the 0.01 level (2-tailed); N = 87

Source: Primary Data, 2026

4.5 Hierarchical regression analysis

The predictive potential of Stakeholder Engagement (SE) and Project Monitoring (PM) on Project Sustainability (PS) was investigated using hierarchical regression analysis, controlling

for project parameters (Number of Users and Period of Service). In the first model, project characteristics (Period of service and Number of Users) were entered to control for their influence on project sustainability. The model explained 1.6% ($R^2 = 0.016$) of the variance in project sustainability and was statistically insignificant ($F = 1.417$, $p = 0.245$). All the predictors were not statistically significant.

In the second model, Stakeholder Engagement (SE) was added to the regression equation, the explained variance increased from 1.6% to 12.4% ($\Delta R^2 = 0.108$, $p = 0.000$). Project sustainability was positively and statistically significantly impacted by stakeholder participation ($\beta = 0.340$, $p = 0.000$). This implies that improved project sustainability results from increased levels of stakeholder engagement, which are defined by participation and acceptability.

In the third model, Project Monitoring (PM) was introduced alongside stakeholder engagement and the control variables and the explained variance further increased to 55.8% ($\Delta R^2 = 0.434$, $p < 0.001$). Project sustainability was positively impacted by project monitoring ($\beta = 0.810$, $p < 0.001$). Even after taking project monitoring into account, stakeholder engagement continued to have a direct impact on project sustainability ($\beta = 0.104$, $p = 0.039$).

Table 4. 5: Hierarchical Regression results

Model		B	S. E	β	t	Sig.
1	(Constant)	3.547	0.264		13.418	0.000
	Peroid	0.074	0.051	0.109	1.429	0.155
	Members	-0.054	0.076	-0.055	0.715	0.456
2	(Constant)	2.680	0.314		8.530	0.000
	Peroid	0.020	0.050	0.029	0.396	0.693
	Members	-0.020	0.072	-0.020	0.276	0.783
	SE	0.249	0.054	0.340	4.568	0.000
3	(Constant)	0.379	0.286		1.322	0.188
	Peroid	0.022	0.036	0.032	0.610	0.542
	Members	-0.072	0.046	-0.099	1.566	0.119
	SE	0.104	0.053	0.104	1.979	0.039
	PM	0.834	0.065	0.810	12.897	0.000

Model summary statistics						
Model	R	R Square	Adjusted R ²	ΔR^2	F Change	Sig. F Change
1	0.128	0.016	0.005	-	1.417	0.245
2	0.352	0.124	0.108	0.108	8.010	0.000
3	0.747	0.558	0.548	0.434	53.434	0.000
a. N = 87; Dependent Variable: Project Sustainability						

Source: Primary Data, 2026

4.6 Linear regression analysis

Objective two attempted to establish the relationship between stakeholder engagement and project monitoring. Simple linear regression analysis was conducted to investigate the association between stakeholder engagement and project monitoring. The goal was to explore if stakeholder engagement significantly predicts the level of project monitoring.

The results in Table 4.6 suggest that stakeholder engagement has a strong and statistically significant positive connection with project monitoring ($\beta = 0.561$, $p < 0.001$). The regression coefficient implies that a one-unit increase in stakeholder engagement leads to a 0.561 unit increase in project monitoring, leaving other parameters equal. Therefore, hypothesis two which postulated that stakeholder engagement has a significant relationship with project monitoring was accepted.

The model further shows that stakeholder engagement explains 31.5% ($R^2 = 0.315$) of the variance in project monitoring. This means that nearly 32% of the changes in project monitoring can be attributed to variations in stakeholder engagement practices. These findings imply that stakeholder engagement **significantly enhances** project monitoring within the the context of water projects in Zombo district.

Table 4. 6: Linear Regression results

Model		B	S. E	β	t	Sig.
1	(Constant)	2.350	0.177		13.259	0.000
	SE	0.398	0.045	0.561	8.883	0.000
Model summary statistics						
	R			Adjusted		
Model	R	Square		R ²		Sig.
1	0.561	0.315		0.311		0.000
a. N = 87 Dependent Variable: project monitoring						

Source: Primary Data, 2026

4.7 Testing for mediation

In order to accomplish objective four, which aimed to determine the mediation effect of project monitoring on the link between stakeholder engagement and project sustainability using the Baron and Kenny (1986) approach, the study tested for mediation.

Model 1 (c): According to this model, project sustainability should be significantly predicted by stakeholder participation. Stakeholder participation is substantially correlated with project sustainability, according to the study results in Table 4.8 below ($r=.289$; R square=.251; $p < 0.01$). Therefore, as shown in Table 4.7 below, improvements in stakeholder participation lead to changes in project sustainability, so meeting the first model criterion.

Model 2 (a): According to this model, the mediator (project monitoring) should be predicted by stakeholder engagement. Stakeholder participation is a significant predictor of project monitoring ($r=.398$; $R^2=.315$; $p < 0.01$), according to the findings in Table 4.7 below. As shown in Table 4.8 below, stakeholder participation is therefore positively correlated with project monitoring, satisfying the second model requirement.

Model 3 (b): According to this concept, project sustainability should be predicted by stakeholder participation. Stakeholder engagement is favourably and strongly correlated with project

sustainability, according to the study's findings ($r=.098$; $R^2=.548$; $p < 0.01$). The third mediation criterion is satisfied since there is no zero value between the lower and upper-level confidence interval values.

The results of the study also showed that (route a) and (path b) define the ensuing indirect effect on project sustainability. As a result, (path c') showed that the direct effect of stakeholder involvement on project sustainability decreased from ($r=.289$, $P < 0.01$) to ($r=0.067$; $P < 0.01$) when we controlled for the mediator (project monitoring), but it remained positive and significant, suggesting a partial mediation.

Table 4. 7: Mediation Findings

Model	Variables	r	p	LLCI	ULCI
Model 1 (c)	Project sustainability Stakeholder Engagement R- .416 R ² - .251	.289	P <.01	.201	.368
Model 1 (a)	Stakeholder engagement Project Monitoring R-.561 R ² -.315	.398	P <.01	.310	.486
Model 1 (b)	Project sustainability Stakeholder engagement Project monitoring R-.740 R ² -.548		P <.01		
		0.098		.023	.014
		0.811		.685	.937
Total effect of X (Stakeholder engagement) on Y (project sustainability)			P <.01		
	Effect se p- value LLCI ULCI				
	.289 .054 .000 .201 .368				
Direct effect of X (Stakeholder engagement) on Y (project sustainability)			P <.01		
	Effect se p- value LLCI ULCI				
	.067 .045 .009 .023 .097		P <.01		
Indirect effect of X (SE) on Y (PS)					
	Effect se p- value LLCI ULCI				
	.0323 .044 .001 .242 .412				

Source: Primary Data, 2026

4.9 Summary of hypotheses Tested

Table 4. 8: Summary of hypotheses Tested

Hypothesis	Decision
H ₁ : Project sustainability and stakeholder engagement are significantly correlated	Supported
H ₂ : Project monitoring and stakeholder engagement are significantly correlated	Supported
H ₃ : Project sustainability and project monitoring are significantly related	Supported
H ₄ : The relationship between stakeholder engagement and project sustainability is mediated by project monitoring	Supported (Partial mediation)

Source: Authors' summary, 2026

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter includes the study's limitations, a discussion of the research findings, conclusions, and recommendations, as well as suggestions for additional research.

5.1 Summary of Findings

The study was guided by four specific objectives: (i) to determine the relationship between stakeholder engagement and project sustainability; (ii) to examine the relationship between stakeholder engagement and project monitoring; (iii) to determine the relationship between project monitoring and project sustainability; and (iv) to examine the mediating role of project monitoring in the relationship between stakeholder engagement and project sustainability. The

findings established that stakeholder engagement has a significant relationship with project sustainability. The study further established that stakeholder engagement has a significant relationship with project monitoring. In addition, the findings revealed that project monitoring has a significant relationship with project sustainability. Finally, the mediation analysis established that project monitoring partially mediates the relationship between stakeholder engagement and project sustainability, indicating that stakeholder engagement influences project sustainability both directly and indirectly through project monitoring.

5.2 Discussion of Findings

5.2.1 Stakeholder Engagement and Project Sustainability

The study's primary goal was to ascertain how stakeholder engagement and project sustainability related to water projects in the Zombo district. The findings showed that there is a strong and positive correlation between project sustainability and stakeholder engagement. This result suggests that stakeholder engagement, which is defined by community acceptance and participation, has a favourable impact on the sustainability of water projects.

The finding suggests that when communities are actively engaged through community participation and community acceptance, they become more committed to sustaining project outcomes. Specifically, communities that found it easy to participate in project activities, participated in public opinion forums and were involved in project planning before implementation were more likely to sustain the projects socially, economically and environmentally. Active participation during the planning and implementation phases enables community members to understand project objectives, appreciate their roles and develop a sense

of ownership over project facilities. Similarly, when beneficiaries expressed satisfaction with the manner in which projects were handled, perceived that services became quicker after project implementation and believed that project costs were lower than they were willing to pay, they were more inclined to support project continuity. This positive perception translated into stronger social sustainability, reflected in the existence of functional water source committees, availability of water source caretakers, regular sanitation of water facilities and stocking of spare parts. It also enhanced economic sustainability, as communities regularly mobilized funds for repairs, operated annual budgets and savings schemes and consistently paid monthly maintenance fees. Furthermore, engaged and satisfied communities were more likely to promote environmental sustainability by ensuring that water source committee members acquired repair skills, received regular technical training, and conducted routine servicing of water facilities. The findings imply that stakeholder engagement fosters a sense of collective responsibility and ownership, which motivates communities to maintain institutional structures, mobilize financial resources and preserve water infrastructure long after project implementation.

The results are in line with earlier empirical research that showed how crucial stakeholder participation is to advancing sustainable development initiatives. Micheni et al. (2023) found that stakeholder engagement significantly enhances the sustainability of donor-funded health projects in Kenya by strengthening beneficiary ownership and long-term commitment to project outcomes. According to Bukhala et al. (2025), ongoing communication between project implementers and beneficiaries enhances accountability and community support, which has a favourable impact on the sustainability of donor-funded NGO initiatives. In Uganda, Nantumbwe et al. (2025) established that stakeholder engagement improves project sustainability by fostering trust, collaboration and shared responsibility among stakeholders, while Bikadho et

al. (2025) found that stakeholder participation enhances project performance within the Youth Livelihood Programme through increased beneficiary involvement in project decisions. Likewise, Amin et al. (2023) demonstrated that stakeholder engagement through participatory monitoring and evaluation strengthens community impact by improving transparency and accountability, whereas Jesse and Malisa (2023) concluded that community engagement throughout project identification, implementation, monitoring, and evaluation promotes ownership and sustainability of health projects. Although these studies collectively affirm the positive role of stakeholder engagement, most were conducted in urban settings, NGO-managed programmes, health interventions, or donor-funded projects. The present study extends this body of knowledge by examining stakeholder engagement within rural community water projects in a developing country context (Uganda), where communities often face resource constraints, weak institutional capacity, limited technical expertise and dependence on locally managed water facilities.

The findings further advance stakeholder theory proposed by Freeman (1984) and expanded by Freeman et al. (2010), which posits that organizations and projects achieve superior outcomes when they actively involve stakeholders in decision-making and implementation processes. While the theory generally argues that stakeholder involvement creates value through collaboration, the present study provides empirical evidence on the specific mechanisms through which this occurs in rural community projects. The findings demonstrate that stakeholder engagement creates sustainability by encouraging participation in project planning, promoting acceptance of project implementation and strengthening community ownership of project resources. This ownership subsequently translates into the establishment of functional water source committees, regular maintenance of water facilities, continuous financial contributions

through maintenance fees and savings schemes, and investment in technical skills and environmental management. In doing so, the study extends stakeholder theory beyond its traditional emphasis on organizational performance by demonstrating how stakeholder engagement contributes simultaneously to social, economic, and environmental sustainability in rural development projects. The study therefore enriches stakeholder theory by illustrating that in resource-constrained rural settings, stakeholder engagement is not merely a governance principle but a practical mechanism through which communities generate the institutional, financial and environmental capacities necessary to sustain development projects after external funding or implementation agencies withdraw.

5.2.2 Stakeholder Engagement and Project Monitoring

The study's second goal was to ascertain how stakeholder engagement and project monitoring relate to water projects in the Zombo district. The findings showed a statistically significant and favourable correlation between project monitoring and stakeholder engagement. According to the findings, strengthening monitoring mechanisms in community development programs requires stakeholder engagement. The findings imply that when community members find it easy to participate in project activities, participate in public opinion forums, and are involved in project planning before project implementation, they become more interested in monitoring project progress and ensuring accountability.

Similarly, when beneficiaries are satisfied with the way projects are handled, perceive services to be delivered promptly after implementation and believe that project costs are acceptable, they are more willing to engage in monitoring activities. Such engagement encourages the preparation

and dissemination of timely and clear progress reports, active stakeholder participation in reviewing project reports and regular communication regarding project achievements. It also strengthens the use of performance metrics, where stakeholders understand project performance indicators, have confidence that the indicators accurately measure project success and appreciate their role in informing project decisions. Furthermore, engaged stakeholders are more likely to participate in feedback mechanisms by providing opinions on project performance, expecting timely responses from project teams and ensuring that their suggestions are incorporated into project planning and implementation. Consequently, stakeholder engagement creates a culture of transparency, accountability, learning and shared responsibility that enhances the effectiveness of project monitoring throughout the project lifecycle.

The results are in line with a number of empirical research that have highlighted how crucial stakeholder participation is to enhancing project monitoring and improving project outcomes. According to Amin et al. (2023), by increasing openness, accountability, and learning during project execution, stakeholder engagement through participatory monitoring and evaluation greatly enhances community impact. Their study demonstrated that involving stakeholders in monitoring activities increases the quality of information available for decision-making and strengthens community ownership of project outcomes. Similarly, Bibohere et al. (2024) established that institutional support for participatory monitoring and evaluation enhances stakeholder involvement and improves project accountability among NGOs in Uganda. House et al. (2023) likewise reported that participatory monitoring enables communities to generate timely information, strengthen collective learning, and improve management of community-based projects.

Jesse and Malisa (2023) further observed that involving communities throughout project identification, implementation, monitoring, and evaluation enhances transparency, accountability, and sustainability of health projects in Tanzania. Similarly, Ndayisaba and de Dieu Dushimimana (2023) found that effective monitoring and evaluation practices significantly contribute to successful project implementation by facilitating continuous performance assessment and stakeholder participation in decision-making. The present study differs by specifically examining the relationship between stakeholder engagement and project monitoring in rural community water projects in Uganda, where project monitoring largely depends on local participation rather than sophisticated technological monitoring systems. This provides context-specific evidence that in rural settings within developing countries, effective monitoring systems are strengthened when communities actively participate in project processes, trust project implementers and are empowered to review reports, understand project performance indicators and provide feedback that informs project decisions.

The findings of this study are consistent with stakeholder theory (Freeman, 1984; Freeman et al., 2010), which argues that projects achieve superior outcomes when stakeholders are actively involved in planning, implementation, monitoring and evaluation. According to the theory, stakeholders possess valuable knowledge, interests and resources that improve project governance and decision-making. The current findings extend this proposition by demonstrating that stakeholder engagement strengthens project monitoring through increased community participation and acceptance. When beneficiaries are involved in project planning and decision-making, they develop a sense of ownership that motivates them to demand regular project reports, participate in reviewing project progress, understand project performance indicators and provide constructive feedback for continuous improvement. Similarly, community acceptance

enhances trust between project implementers and beneficiaries, encouraging open communication and greater willingness to participate in monitoring activities. Thus, the study advances stakeholder theory by illustrating that stakeholder engagement does not merely improve project implementation but also strengthens monitoring processes through enhanced reporting, performance measurement and feedback utilization. This demonstrates that stakeholder engagement is an important governance mechanism that enables communities to hold project implementers accountable while facilitating adaptive management and continuous project improvement.

5.2.3 Project Monitoring and Project Sustainability

Examining the connection between project monitoring and project sustainability among water projects in the Zombo district was the study's third goal. The findings showed a positive and statistically significant correlation between project sustainability and project monitoring. The findings suggest that project monitoring is a critical mechanism through which projects remain socially, economically and environmentally sustainable beyond the implementation phase. The findings imply that when stakeholders receive timely and comprehensive progress reports, actively participate in reviewing project reports, and are satisfied with the clarity and frequency of project reporting, they become more informed about project achievements and emerging challenges.

Similarly, the use of clearly defined and regularly reviewed performance metrics enables project teams and stakeholders to assess whether project objectives are being achieved while facilitating evidence-based decision-making. Furthermore, effective monitoring feedback, characterized by

regular communication with stakeholders, prompt responses to stakeholder concerns, availability of feedback mechanisms and incorporation of stakeholder suggestions into project implementation, creates opportunities for continuous learning and adaptive management. The monitoring practices strengthen social sustainability by supporting functional water source committees, ensuring the availability of water source caretakers, promoting routine sanitation activities, and facilitating regular stocking of spare parts. They also enhance economic sustainability by encouraging timely mobilization of maintenance funds, preparation of annual budgets, operation of savings schemes, and consistent payment of household maintenance fees. In addition, effective project monitoring promotes environmental sustainability by supporting regular technical training of water source committee members, strengthening repair skills, and ensuring routine servicing of water facilities. The findings therefore suggest that continuous monitoring provides project stakeholders with reliable information that supports timely corrective actions, strengthens accountability, improves resource management, and enhances community commitment, all of which contribute to sustaining project outcomes.

These findings are consistent with stakeholder theory (Freeman, 1984; Freeman et al., 2010), which emphasizes that sustainable project outcomes are achieved when stakeholders remain actively involved throughout the project lifecycle, including monitoring and evaluation. The theory argues that stakeholders contribute valuable information, resources, and oversight that improve project governance and long-term performance. The present findings extend this theoretical perspective by demonstrating that project monitoring serves as an important mechanism through which stakeholder interests are continuously incorporated into project implementation and decision-making. Regular reporting enhances transparency and enables stakeholders to monitor project progress, performance metrics provide objective evidence for

assessing project achievements, while feedback mechanisms create opportunities for beneficiaries to influence corrective actions and continuous improvement. Consequently, project monitoring strengthens stakeholder confidence, accountability and ownership, thereby promoting social cohesion, financial commitment, and environmental responsibility necessary for sustaining community water projects.

The results align with a number of empirical studies that emphasise the significance of project monitoring in attaining sustainable project outcomes. Amin et al. (2023) found that participatory project monitoring and evaluation significantly improve community impact by enhancing accountability, transparency, and stakeholder learning throughout project implementation. Their findings suggest that continuous monitoring enables stakeholders to identify implementation challenges early and recommend corrective measures that improve long-term project outcomes. Similarly, Ndayisaba and de Dieu Dushimimana (2023) established that effective monitoring and evaluation practices significantly contribute to successful project implementation by strengthening project control, improving decision-making, and facilitating timely corrective actions.

Rey et al. (2021) further argued that sustainability monitoring provides continuous information necessary for evaluating project performance and ensuring that social, economic, and environmental objectives remain aligned throughout the project lifecycle. Likewise, Kivilä et al. (2017) emphasized that project control systems play a central role in sustainable project management by enabling continuous monitoring of project performance and supporting adaptive management practices that improve sustainability. Orieno et al. (2024) also observed that

sustainable project management requires robust monitoring systems capable of generating reliable information for continuous improvement and long-term project success.

The findings also resonate with studies conducted within developing countries. Vanessa and Gitahi (2023) found that community participation in monitoring and evaluation positively influences project sustainability in Rwanda by strengthening accountability and encouraging communities to participate actively in maintaining project outputs. Although these studies generally confirm the positive contribution of monitoring to project success and sustainability, most focused on monitoring and evaluation within NGOs, fisheries management, health programmes, or donor-funded interventions. The present study differs by specifically examining the relationship between project monitoring and project sustainability in rural community water projects in Uganda, where long-term functionality depends largely on community-managed monitoring systems rather than externally driven supervision. Consequently, the study provides context-specific evidence that in rural developing-country settings, systematic monitoring strengthens local governance structures, promotes financial accountability, enhances technical capacity, and encourages continuous environmental management, thereby ensuring the sustainability of community water projects after external support has ended.

5.2.4 The Mediation effect of Project Monitoring on Stakeholder Engagement and Project Sustainability

Examining the mediating function of project monitoring on the link between stakeholder engagement and project sustainability among water projects in the Zombo district was the fourth goal of this study. The relationship between stakeholder engagement and project sustainability is partially mediated by project monitoring, according to the mediation results. This result suggests

that through better project monitoring, stakeholder engagement improves project sustainability both directly and indirectly. The partial mediation indicates that while stakeholder engagement independently contributes to the social, economic and environmental sustainability of community water projects, a significant proportion of its influence is transmitted through effective monitoring practices.

In practical terms, when communities actively participate in project planning, contribute to public consultations and accept project implementation processes, they become more involved in monitoring project progress through reviewing regular reports, assessing project performance using established performance metrics and providing feedback that informs project decisions. These monitoring processes subsequently strengthen project sustainability by promoting effective water source committees, encouraging routine maintenance of water facilities, improving mobilization of financial resources for repairs, supporting savings schemes and maintenance fee collection and enhancing technical capacity through regular training and servicing of water facilities. The findings therefore suggest that stakeholder engagement alone may not be sufficient to guarantee sustainable project outcomes unless it is complemented by effective monitoring systems that continuously assess progress, facilitate learning, promote accountability, and enable timely corrective actions throughout the project lifecycle.

The findings are consistent with stakeholder theory advanced by Freeman (1984) and further developed by Freeman et al. (2010), which posits that projects achieve superior outcomes when stakeholders are actively involved throughout the project lifecycle and when their interests are continuously incorporated into project governance and decision-making. The present findings extend this theoretical perspective by demonstrating that stakeholder engagement creates value not only through direct community ownership and commitment but also by strengthening project

monitoring mechanisms that reinforce accountability and continuous improvement. Stakeholder participation encourages beneficiaries to demand regular project reports, review project progress, assess performance indicators and provide constructive feedback regarding project implementation.

Community acceptance further strengthens trust between beneficiaries and project implementers, making stakeholders more willing to participate in monitoring activities and support corrective interventions where necessary. Through these monitoring processes, stakeholder engagement translates into improved institutional management, financial accountability and environmental stewardship, thereby enhancing project sustainability. The finding therefore advances stakeholder theory by demonstrating that project monitoring is an important explanatory mechanism through which stakeholder engagement produces sustainable project outcomes, particularly within rural community-managed development projects. Rather than viewing stakeholder engagement and monitoring as independent project management functions, the study shows that they are complementary governance processes that collectively strengthen long-term project sustainability.

The findings are supported by previous empirical studies that have demonstrated the interconnected roles of stakeholder engagement, project monitoring and project sustainability. Amin et al. (2023) found that participatory monitoring and evaluation strengthens stakeholder engagement by enhancing transparency, accountability and continuous learning, ultimately improving community impact and long-term project outcomes. Their findings suggest that stakeholder participation becomes more effective when monitoring systems provide opportunities for regular reporting, stakeholder review, and continuous feedback. Similarly, Bibohere et al. (2024) established that participatory monitoring and evaluation improves

institutional effectiveness by increasing stakeholder involvement in monitoring processes and strengthening accountability among project implementers.

House et al. (2023) likewise reported that participatory monitoring enhances collective learning and adaptive management because stakeholders continuously generate information that improves project management decisions. Furthermore, Jesse and Malisa (2023) argued that involving communities throughout project identification, implementation, monitoring, and evaluation enhances ownership and sustainability by ensuring that stakeholder concerns are continuously addressed during project implementation. The findings are also consistent with studies that have independently linked stakeholder engagement and project monitoring to project sustainability. Micheni et al. (2023) found that stakeholder engagement enhances the sustainability of donor-funded health projects by strengthening beneficiary ownership and long-term commitment, while Vanessa and Gitahi (2023) established that community participation in monitoring and evaluation positively influences project sustainability through improved accountability and continuous assessment of project performance.

Similarly, Ndayisaba and de Dieu Dushimimana (2023) reported that effective monitoring and evaluation practices significantly improve project implementation by facilitating timely decision-making and corrective actions, while Kivilä et al. (2017) emphasized that project control systems are fundamental for sustainable project management because they support continuous performance assessment and adaptive management. Although these studies collectively confirm that stakeholder engagement improves sustainability and that project monitoring contributes to project success, they largely examined these relationships separately as direct effects. Most existing studies investigated either the influence of stakeholder engagement on project sustainability (e.g., Micheni et al., 2023; Bukhala et al., 2025; Nantumbwe et al., 2025) or the

contribution of project monitoring to project performance and sustainability (e.g., Amin et al., 2023; Ndayisaba & de Dieu Dushimimana, 2023), without examining whether project monitoring serves as the mechanism through which stakeholder engagement influences sustainability. Consequently, there has been limited empirical evidence explaining the process by which stakeholder engagement translates into sustainable project outcomes. The present study addresses this mediation gap by empirically demonstrating that project monitoring partially explains the relationship between stakeholder engagement and project sustainability. This contribution is important because it identifies regular reporting, performance metrics and stakeholder feedback as the operational mechanisms through which community participation and community acceptance are translated into sustainable social, economic, and environmental outcomes.

5.3 Conclusion

The study aimed to investigate the connections between project sustainability, project monitoring, and stakeholder engagement in water projects in the Zombo district. The study specifically aimed to ascertain the relationship between stakeholder engagement and project sustainability, investigate the relationship between stakeholder engagement and project monitoring, establish the relationship between project monitoring and project sustainability, and ascertain the mediating role of project monitoring in the relationship between stakeholder engagement and project sustainability. It was guided by stakeholder theory.

The study comes to the conclusion that project sustainability is greatly and favourably impacted by stakeholder engagement. Community participation and community acceptance were found to

be fundamental drivers of the long-term sustainability of community water projects. Communities that actively participate in project planning, contribute to public consultations and demonstrate satisfaction with project implementation are more likely to develop ownership and commitment towards project continuity. Such engagement strengthens the functionality of community institutions, promotes financial contributions towards project maintenance, and encourages environmental stewardship, thereby enhancing the social, economic, and environmental sustainability of community water projects.

The study further concludes that stakeholder engagement has a significant and positive relationship with project monitoring. Active participation and community acceptance enhance the effectiveness of monitoring systems by promoting regular reporting, strengthening the use of performance metrics, and encouraging continuous stakeholder feedback. Communities that are actively engaged in project activities are more willing to review project progress, assess project performance, and contribute information that supports timely decision-making and corrective action. Stakeholder engagement therefore creates an enabling environment for transparent, participatory, and accountable monitoring processes that improve project governance throughout the project lifecycle.

The study also concludes that project monitoring significantly and positively influences project sustainability. Effective monitoring through regular reporting, systematic performance measurement and responsive stakeholder feedback enables project implementers and communities to identify implementation challenges early, strengthen accountability, improve resource utilization and make timely corrective decisions. These monitoring practices enhance the effectiveness of water source committees, strengthen financial management for operation and maintenance, and promote continuous technical capacity development and environmental

management. Consequently, project monitoring is an essential management function for ensuring that community water projects remain socially, economically, and environmentally sustainable beyond the implementation phase.

According to the study's mediation analysis, the relationship between stakeholder participation and project sustainability is partially mediated by project monitoring. This result shows that through better monitoring procedures, stakeholder participation directly and indirectly supports project sustainability. By encouraging ownership, trust, and shared responsibility, community acceptance and engagement separately improve project sustainability, which influence is further reinforced when supported by effective monitoring systems characterized by regular reporting, performance metrics, and stakeholder feedback. The partial mediation further indicates that stakeholder engagement remains an important predictor of project sustainability even in the absence of strong monitoring systems; however, integrating effective project monitoring significantly amplifies the positive contribution of stakeholder engagement to sustainable project outcomes. This finding underscores that sustainable community water projects are achieved not only by involving stakeholders during project implementation but also by institutionalizing participatory monitoring systems that facilitate continuous learning, accountability, adaptive management, and evidence-based decision-making.

5.4 Study Recommendations

The study established that stakeholder engagement significantly enhances project sustainability. In line with Uganda's policy emphasis on community participation in water resource management, the Ministry of Water and Environment, district local governments, development

partners and implementing agencies should institutionalize meaningful stakeholder engagement throughout the project lifecycle through community consultations, participatory planning and decision-making. Water source committees should also be strengthened to participate in operation and maintenance decisions, thereby enhancing community ownership, accountability and the long-term sustainability of water projects.

The study found that stakeholder engagement significantly enhances project monitoring. Consistent with Uganda's policy emphasis on participatory governance and accountability in service delivery, district local governments, implementing agencies and development partners should institutionalize participatory monitoring by involving water source committees and beneficiary representatives in tracking project implementation, assessing performance, identifying challenges and providing feedback. Capacity building in basic monitoring, record keeping and reporting should be provided to strengthen transparency, accountability and timely corrective action.

The study established that project monitoring significantly improves project sustainability. In line with Uganda's water-sector policy emphasis on effective management, accountability and sustainable water service delivery, the Ministry of Water and Environment, district local governments and implementing agencies should strengthen routine monitoring beyond project construction. Monitoring should use clear indicators covering functionality, operation and maintenance, financial management and environmental considerations, with findings systematically reported and used for timely corrective action to improve maintenance, protect investments and sustain water project functionality.

The study established that project monitoring partially mediates the relationship between stakeholder engagement and project sustainability, indicating that stakeholder engagement

contributes to sustainability both directly and through improved monitoring. Based on Uganda's policy emphasis on participatory management and accountability, water-sector stakeholders should integrate engagement and monitoring within a coordinated participatory governance framework. Communities, particularly water source committees, should be involved in planning, monitoring, performance assessment and feedback, while their monitoring capacity and linkage to district reporting systems should be strengthened to promote accountability, timely corrective action and sustainable water projects.

5.5 Limitations of the Study

The results may not be as applicable to other development projects or geographical contexts because the study was limited to community water projects in the Zombo district. Community water projects possess unique institutional arrangements, such as the use of water source committees and community-based management systems, which may differ from projects in sectors such as health, education, agriculture, or infrastructure. Nevertheless, the study provides valuable empirical evidence on stakeholder engagement, project monitoring and project sustainability within rural community-managed projects.

Additionally, the study used a cross-sectional research strategy, in which information was gathered all at once. Despite the fact that this design was suitable for building connections between project monitoring, stakeholder involvement, and project sustainability, it limited the ability to examine how these relationships evolve over time or to establish definitive causal relationships. Project sustainability is inherently a long-term phenomenon that may change as projects mature and as community participation or monitoring practices evolve. Despite this

limitation, the cross-sectional design provided useful evidence regarding the existing relationships among the study variables.

The study further relied primarily on self-administered questionnaires to collect quantitative data from respondents. As a result, the findings may have been influenced by response bias, including social desirability bias, recall bias, or respondents' tendency to provide favourable responses regarding stakeholder participation, monitoring practices, or project sustainability. Some respondents may also have interpreted questionnaire items differently based on their experiences and literacy levels. To minimize this limitation, respondents were assured of anonymity and confidentiality and standardized questionnaires were used to promote consistency in responses.

5.6 Areas for further study

In order to ascertain whether the relationships between stakeholder engagement, project monitoring, and project sustainability are consistent across various development settings, future research should duplicate this study in other industries and geographical contexts, such as health, education, agriculture, road infrastructure, and urban water projects.

In order to investigate how stakeholder participation, project monitoring, and project sustainability change over time, future researchers should also use longitudinal study methodologies.

Mixed-methods research designs should be used in future studies to combine quantitative surveys with qualitative techniques including focus groups, interviews, and direct observation. The design would provide deeper insights into how community participation, stakeholder acceptance, and participatory monitoring practices influence project sustainability and would help explain the mechanisms underlying the quantitative relationships observed in this study.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear Respondent,

I am a student at Busitema university pursuing a Master of Business Administration degree. As one of the requirements for being awarded the degree, I am conducting a study on a topic entitled, “*Stakeholder Engagement, Project Monitoring and Sustainability of NGO projects in Zombo District in Uganda*”. You have been identified as one of the resourceful people to participate in this study. You are requested to answer the questions as honestly as possible to facilitate reliable conclusions and recommendations. All responses obtained will be *strictly* used for *academic purposes* and will be treated with *anonymity and utmost confidentiality*.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

In the following questions, you are requested to tick the option that best suits you.

Section A (I): Respondents Characteristics

Q1. What is your gender?

Male	Female
1	2

Q2. What is your age bracket?

Less than 30 years	30-39 years	40-49 years	50 years and above
1	2	3	4

Q3. What is your highest level of education?

Primary	Secondary	Diploma	Bachelor's Degree	Others (specify)
1	2	3	4	5.....

Section A (II): Project Characteristics

Q1. What are the years of operation of this project?

Less than 1 year	1-2 years	2-3 years	3-4 years	4 and above
1	2	3	4	5

Q2. How many employees on average worked on the project?

Less than 1 year	1-2 years	3-4 years	5 and above
1	2	3	4

SECTION B:

Under this section, the researcher is interested in ascertaining information on stakeholder engagement, project monitoring and project sustainability. For each of the statements, you are supposed to indicate the extent to which you either agree or disagree. You are kindly requested to follow the scale provided in this section.

Scale: 1-Strongly Disagree (**SD**), 2-Disagree (**D**), 3- Not Sure (**NS**), 4- Agree (**A**), and 5-Strongly Agree (**SA**).

SECTION B (I): STAKEHOLDER ENGAGEMENT

	STATEMENT	SD	D	NS	A	SA
	Community Participation					
CP1	It is easy for the community to participate in the construction of roads	1	2	3	4	5
CP2	I have participated in public opinion during the projects	1	2	3	4	5
CP3	I am always involved in project planning before the project begins	1	2	3	4	5
	Acceptance					
AP1	we are satisfied with the way the project is handled	1	2	3	4	5
AP2	The services are quick and fast after the project has been implemented	1	2	3	4	5

AP3	The project will costs less than we are willing to pay for its implementation	1	2	3	4	5
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SECTION B (II): PROJECT MONITORING

	STATEMENT	SD	D	NS	A	SA
	<i>Regular Reporting</i>					
RR1	Project stakeholders receive progress reports on a regular basis.	1	2	3	4	5
RR2	The project reports provide detailed information on the status of key project deliverables.	1	2	3	4	5
RR3	I am satisfied with the clarity of the project progress reports	1	2	3	4	5
RR4	Stakeholders are regularly involved in reviewing the project progress reports.	1	2	3	4	5
RR5	The project reports are provided in a timely manner, reflecting updates on project activities and achievements.	1	2	3	4	5
RR6	The frequency of progress reports is adequate for keeping stakeholders informed about the project developments.	1	2	3	4	5
	<i>Performance Metrics</i>					
PM1	The project has clearly defined performance metrics to track its progress.	1	2	3	4	5
PM2	The performance metrics are regularly reviewed to ensure they align with project objectives.	1	2	3	4	5
PM3	I am confident that the performance metrics used accurately reflect the success of the project.	1	2	3	4	5
PM4	The project team consistently monitors performance based on established metrics.	1	2	3	4	5
PM5	Stakeholders are informed about the project's performance metrics and how they impact decision-making.	1	2	3	4	5
	<i>Feedback</i>					
FB1	The project regularly provides feedback to stakeholders on the progress of project activities.	1	2	3	4	5
FB2	Feedback from stakeholders is incorporated into project decision-making processes.	1	2	3	4	5
FB3	The project team responds promptly to stakeholder feedback on project performance.	1	2	3	4	5
FB4	Stakeholders feel that their feedback is valued and considered in project planning and execution.	1	2	3	4	5
FB5	There are clear mechanisms in place for stakeholders to provide feedback on the project.	1	2	3	4	5
FB6	The feedback provided by stakeholders is effectively used to make improvements in project implementation.	1	2	3	4	5

SECTION B (III): PROJECT SUSTAINABILITY

SCALE	SD	D	N	A	SA
<i>Social Sustainability</i>					

SS1	Our community has a Water Source Committee (WSC).	1	2	3	4	5
SS2	Our Water Source Committee has a water source care taker.	1	2	3	4	5
SS3	Our water source caretaker is regularly available for any water source tasks.	1	2	3	4	5
SS4	Our community does monthly sanitation of the water facility and area.	1	2	3	4	5
SS5	Our Water Source Committee regularly stocks water facility spare parts.	1	2	3	4	5
<i>Economic Sustainability</i>						
ES1	We regularly acquire money for water source repairs.	1	2	3	4	5
ES2	Our Water Source Committee operates with a yearly budget.	1	2	3	4	5
ES3	Our Water Source Committee has a saving scheme.	1	2	3	4	5
ES4	A water source maintenance fee is paid monthly by every household.	1	2	3	4	5
<i>Environmental Sustainability</i>						
EN1	Our Water Source Committee members have skills in water facility repairs.	1	2	3	4	5
EN2	Our Water Source Committee regularly has trainings in water source facility repairs	1	2	3	4	5
EN3	Our community does water facility servicing semi-annually.	1	2	3	4	5

Thank You for participating!

APPENDIX III: Krejcie and Morgan's table for sample size determination

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				