
**STAKEHOLDER INVOLVEMENT, RISK MANAGEMENT AND SUSTAINABILITY
OF UWEP PROJECTS IN KUMI DISTRICT**

BY


AKELLO DEBORAH
BU/GS21/MBA/03

A RESEARCH DISSERTATION SUBMITTED TO THE DIRECTORATE OF GRADUATE
STUDIES RESEARCH AND INNOVATION IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF
MASTER IN BUSINESS ADMINISTRATION OF
BUSITEMA UNIVERSITY

SEPTEMBER, 2025

DECLARATION

I, **Akello Deborah**, declare that this research dissertation is my original work and has never been submitted for an award to any higher Institution of learning.

Signed.....

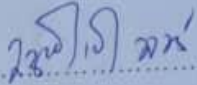
Date.....22/10/2025

AKELLO DEBORAH

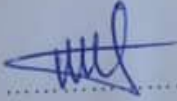
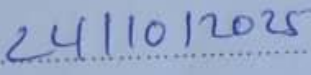
BU/GS21/MBA/03

APPROVAL

This is to certify that this Research dissertation titled; Communication, Accountability and Quality Service Delivery in district local governments in Teso sub-region has been written under our supervision as university supervisors.

Signature:  Date: 

Assoc. Prof. Musenze Ibrahim Abaasi, PhD
Department of Economics and Management
Faculty of Management Sciences

Signature:  Date: 

Dr. Namono Rehema, PhD
Department of Economics and Management
Faculty of Management Sciences

DEDICATION

I dedicate this work to the entire Family of Mr. Opio Moses for the support they rendered me during the time of my research May the Almighty God bless them all.

ACKNOWLEDGEMENT

I greatly thank God Almighty for the good health Knowledge and wisdom during the study. Appreciation goes to my University Research Supervisors and Lecturers who have supported me during this noble course, special appreciation goes to Dr. Namono Rehema, Assoc. Prof. Musenze Ibrahim Abaasi and Dr. Watema Joash for all the support rendered to me in the course of the study.

TABLE OF CONTENTS

DEDICATION	iv
ACKNOWLEDGEMENT	v
LIST OF FIGURES	ix
Fig 1: Conceptual Framework 10.....	ix
LIST OF TABLES	x
ABSTRACT.....	xi
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction.....	1
1.2 Statement of the Problem.....	4
1.3 Purpose of the Study	6
1.4 Objectives of the Study.....	6
1.5 Hypothesis	6
1.6 Scope of the study.....	7
1.6.1 Content scope.....	7
1.6.2 Geographical scope.....	7
1.7 Significance of the study.....	7
1.8 Conceptual Framework.....	9
1.8.1 Explanation of Conceptual Framework	9
CHAPTER TWO	11
LITERATURE REVIEW	11
2.0 Introduction.....	11
2.1 Theoretical Review	11
2.1.2 Stakeholder Theory	13
2.2 Conceptual Review	14
2.2.1 Stakeholder Involvement	14
2.2.2 Risk Management	16
2.2.3 Project Sustainability	17
2.3 Empirical Review.....	18
2.3.1 Stakeholder Involvement and Sustainability.....	18
2.3.2 Stakeholder Involvement and Risk Management	19

2.3.3	Risk Management and Project Sustainability	20
	<i>H3: Risk management significantly affects sustainability among UWEP projects in Kumi District.</i>	<i>23</i>
2.3.4	Stakeholder Involvement, Risk Management and Project Sustainability	23
2.4	Summary of Literature Review	24
CHAPTER THREE.....		26
RESEARCH METHODOLOGY		26
3.0	Introduction.....	26
3.1	Research Design	26
3.2	Target Population of the Study.....	26
3.3	Sampling Technique and Size	27
3.4	Data Type and Source	27
3.5	Data Collection Method and Tool	28
3.6	Measurement of Variables.....	29
3.7	Validity and Reliability	29
3.7.1	Validity	29
3.7.2	Reliability.....	30
3.8	Data Analysis and Presentation.....	31
3.9	Ethical considerations	33
CHAPTER FOUR.....		34
DATA ANALYSIS, PRESENTATION AND INTERPRETATION		34
4.0	Introduction.....	34
4.1	Response Rate.....	34
4.2	Respondents Characteristics	34
	Source: Primary Data, 2025	35
4.3	Project Characteristics	35
4.4	Descriptive Characteristics	36
4.5	Correlation Analysis	37
4.5.1	Stakeholder Involvement and Project Sustainability	38
4.5.2	Stakeholder Involvement and Risk Management	38
4.5.3	Risk Management and Project Sustainability	38
4.6:	Results of Hierarchical Regression Analysis	39
4.6.1	Demographic Factors and Project Sustainability	39
4.6.2	Stakeholder Involvement and Project Sustainability	39

4.6.3 Risk Management and Project Sustainability	40
4.6.5 Stakeholder Involvement and Risk Management	40
4.6.6 Mediation Effect of Risk Management in the relationship between Stakeholder Involvement and Project sustainability	41
CHAPTER FIVE	44
DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	44
5.0 Introduction.....	44
5.1 Discussion of Findings.....	44
5.1.1 Stakeholder Involvement and Project Sustainability	44
5.1.2 Stakeholder Involvement and Risk Management	45
5.1.3 Risk Management and Project Sustainability	47
5.1.4 Stakeholder Involvement, Risk Management and Project Sustainability	50
5.2 Conclusion	52
5.3 Recommendations.....	53
5.4 Limitations and Recommendations for Further Study	54
REFERENCES	56
Appendix 1: Research Instrument	70
Appendix II: Krejcie and Morgan (1970) table of sample size determination.....	73

LIST OF FIGURES

Fig 1: Conceptual Framework	10
-----------------------------------	----

LIST OF TABLES

TABLE 3. 1: CONTENT VALIDITY INDEX AND CRONBACH'S ALPHA..... 31

TABLE 4. 1: RESPONSE RATE..... 34

TABLE 4. 2: RESPONDENTS' CHARACTERISTICS 35

TABLE 4.3: PROJECT CHARACTERISTICS..... 36

TABLE 4.4: DESCRIPTIVE CHARACTERISTICS 37

TABLE 4. 5: RESULTS OF CORRELATION ANALYSIS 38

TABLE 4. 6: RESULTS OF HIERARCHICAL REGRESSION ANALYSIS 40

TABLE 4.7: REGRESSION RESULTS- STAKEHOLDER INVOLVEMENT AND RISK MANAGEMENT..... 41

TABLE 4. 8: *MEDIATION RESULTS* 43

ABSTRACT

This study investigated the influence of stakeholder involvement and risk management on the sustainability of Uganda Women Entrepreneurship Programme (UWEP) projects in Kumi District. Specifically, the study examined the effect of stakeholder involvement on project sustainability; assessed the effect of stakeholder involvement on risk management; determined the effect of risk management on project sustainability; evaluated the mediating role of risk management in the relationship between stakeholder involvement and project sustainability. The study was anchored on the agency theory and stakeholder theory. The study adopted a cross-sectional design and employed a quantitative approach. The population comprised 192 UWEP projects, from which a sample of 127 projects was drawn, and 88 usable questionnaires were returned representing a response rate of 69.2%. Prior to data collection, the research instrument was tested for reliability and validity to ensure accuracy and was found to be both valid and reliable. Collected data were analyzed using SPSS, employing descriptive statistics, correlation, regression, and mediation analyses. Findings revealed that stakeholder involvement and risk management significantly influence project sustainability. The findings also revealed that stakeholder involvement significantly affect risk management. The findings further indicated that risk management partially mediates the relationship between stakeholder involvement and project sustainability. The study concludes that active stakeholder participation and effective risk management are critical drivers of sustainable project outcomes. These results provide empirical insights for policymakers and practitioners seeking to enhance the sustainability of development projects through stakeholder-centered and risk-informed approaches.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter entails background Information, statement of the problem, purpose of the study, objectives of the study, hypotheses, scope of the study, significance of the study conceptual framework.

1.1 Background of the Study

Project sustainability has become a critical benchmark for successful development interventions (OECD, 2022). Project sustainability refers to the capacity of a project to maintain its benefits and operations over time after donor funding or external support has ended (UNDP, 2021). It emphasizes the long-term continuity of project outcomes, ensuring that the initial investments continue to yield value and impact for beneficiaries (OECD, 2022). Scholars have conceptualized project sustainability through various dimensions, including institutional sustainability, financial sustainability as well as community sustainability (Ika et al., 2020; Marcellus & Ngoma, 2023). These dimensions provide a comprehensive framework for assessing and enhancing the sustainability of development interventions.

Development projects around the world face significant sustainability challenges that undermine their long-term effectiveness and success. A 2019 report by the European Court of Auditors highlighted that over 70% of projects funded under Horizon 2020 did not meet their sustainability targets (European Court of Auditors, 2019). In Asia, the Three Gorges Dam in China, while touted as a major infrastructure achievement, has been plagued with sustainability issues with over 20% of the reservoir's planned hydroelectric output being lost and the dam has failed to meet long-term energy generation goals (Zhao, 2020). In the America, a study on Latin American infrastructure projects by the World Bank in 2021 found that over 40% of large-scale

REFERENCES

- Aalst, M. V., & Cuppen, E. (2010). "Stakeholder Involvement in Environmental Decision Making: A New View on Stakeholder Theory." *Environment and Planning A*, 42(8), 2001–2020.
- Aaltonen, K., & Kujala, J. (2016). Towards an improved understanding of project stakeholder landscapes. *International Journal of Project Management*, 34(8), 1537–1552.
- Aaltonen, K., & Kujala, J. (2021). Stakeholder engagement and project sustainability: A meta-analysis across infrastructure and renewable energy sectors. *International Journal of Project Management*, 39(4), 345–359. <https://doi.org/10.1016/j.ijproman.2020.11.005>
- Acebes, F., Pereda, M., Poza, D., Pajares, J., & Galán, J. M. (2020). Finding the links between risk management and project success: Evidence from international development projects in Colombia. *Sustainability*, 12(21), 9294. <https://doi.org/10.3390/su12219294>
- Adeleke, A., Nwankwo, C., & Ojo, S. (2021). Challenges of stakeholder participation in risk management in Nigerian construction projects. *International Journal of Project Management*, 39(4), 423–434. <https://doi.org/10.1016/j.ijproman.2020.12.002>
- Adeleke, A., Okeke, C., & Eze, P. (2021). Barriers to stakeholder engagement in African infrastructure projects. *International Journal of Project Management*, 39(4), 356-367.
- Agama, A. (2021). *Renewable energy challenges in South Africa: Sustainability risks and regulatory issues*. *Renewable Energy Review*, 6(4), 233-248. <https://doi.org/10.1016/j.retrec.2020.12.007>
- Aghimien, D., Aigbavboa, C., & Oke, A. (2022). A sustainability-based risk assessment for P3 projects using a simulation approach. *Sustainability*, 14(1), 344. <https://doi.org/10.3390/su14010344>

- Agyemang, F., Boateng, P., & Essel, S. (2023). *Stakeholder participation and risk management effectiveness in development projects*. *International Journal of Project Management*, 41(2), 175–189.
- Ahenkan, A., Bawole, J. N., & Domfeh, K. A. (2013). Improving Citizens' Participation in Local Government Planning and Financial Management in Ghana: A Stakeholder Analysis of the Sefwi Wiawso Municipal Assembly. *Journal of Public Administration and Governance*, 3(2), 191–210. <https://doi.org/10.5296/jpag.v3i2.3977>
- Akena, J. (2020). *The sustainability of education infrastructure projects in Uganda: A review of primary school construction initiatives*. *Education and Development Studies*, 9(2), 54–67. <https://doi.org/10.1007/s1483-020-00783-9>
- Alzahrani, J., & Emsley, M. (2023). *Stakeholder engagement and project risk management in community-based projects*. *Sustainability*, 15(12), 9954.
- Amponsah, S., & Boateng, E. (2022). The role of stakeholder communication in project sustainability: Evidence from infrastructure projects in Ghana. *International Journal of Construction Management*, 22(5), 1012–1023. <https://doi.org/10.1080/15623599.2021.1885751>
- Ansell, C., & Gash, A. (2018). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 28(1), 1–21.
- Aven, T., & Renn, O. (2019). *Risk management and governance: Concepts, guidelines and applications*. Springer.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182.

- Bauer, M., & Kaiser, C. (2021). "Risk Management Practices in Developing Countries: A Critical Review." *International Journal of Project Management*, 39(5), 501–517.
- Blak B. K., et al. (2023). *Stakeholder engagement and sustainability performance in project environments*. *Journal of Project Management*, 38(4), 55–70.
- Bryman, A., & Cramer, D. (2011). *Quantitative Data Analysis with IBM SPSS 17, 18 & 19: A Guide for Social Scientists* (2nd ed.). Routledge.
- Bryson, J. M. (2004). What to do when stakeholders matter. *Public Management Review*, 6(1), 21–53.
- Bryson, J. M. (2011). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement* (4th ed.). Jossey-Bass.
- Bryson, J. M., Crosby, B. C., & Bloomberg, L. (2018). "Public Value Governance: Moving Beyond Traditional Public Administration." *Public Administration Review*, 78(3), 424–436.
- Bryson, J. M., Crosby, B. C., & Stone, M. M. (2015). Designing and implementing cross-sector collaborations: Needed and challenging. *Public Administration Review*, 75(5), 647–663. <https://doi.org/10.1111/puar.12357>
- Chapman, C., & Ward, S. (2011). *How to Manage Project Opportunity and Risk: Why Uncertainty Management Matters*. Wiley.
- Chinyio, E., & Olomolaiye, P. (2010). *Construction stakeholders management*. Wiley-Blackwell.
- Chipeta, J. (2020). *Zambezi River Basin management: Sustainability issues in Zambia's water resource management projects*. *Environmental Management*, 42(6), 320-331. <https://doi.org/10.1007/s00267-020-01305-w>