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

BY

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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

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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.....

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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.

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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.

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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

LIST OF FIGURES

LIST OF TABLES

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 of 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

infrastructure projects failed to meet sustainability criteria (World Bank, 2021). In Australia, despite a government push towards sustainability, an alarming 42% of Australian companies reported that they had not yet implemented decarbonization strategies, leaving many government-sponsored sustainability projects at risk of falling short of their environmental goals (Clean Energy Council, 2021).

Across Africa, project sustainability remains a significant challenge, with numerous development initiatives failing to achieve long-term success. In Nigeria for instance, the Abuja-Kaduna railway project faced sustainability issues after its completion, with reports indicating that over 50% of the railway lines lacked adequate maintenance and financial sustainability (Ogunleye, 2020). South Africa's renewable energy projects suffered from sustainability challenges, with 40% of projects failing to meet long-term energy generation targets due to regulatory delays and underfunding (Agama, 2021). In Zambia, the Zambezi River Basin management project, aimed at preserving natural resources, has seen only 20% of its goals met (Chipeta, 2020). In Ghana, the Volta River Project faced environmental degradation and displacement of local populations, leading to only 30% of its projected outcomes being realized (Kissi, 2020). In Kenya, the Lake Victoria Water and Sanitation project saw only 30% of the infrastructure sustained (Lazaris, 2018).

In Uganda, the issue of project sustainability remains a significant challenge, with numerous development initiatives failing to achieve long-term impact due to inadequate planning, poor governance and lack of stakeholder involvement. For instance, Uganda’s National Water and Sewerage Corporation (NWSC), which has undertaken numerous water supply projects, has only sustained 50% of its rural water schemes (Kiiza, 2021). The Uganda’s Rural Electrification Program has seen only 40% of its projects remain operational beyond the first few years

(Mugisha, 2020). Similarly, Uganda's agricultural extension services have faced sustainability issues, with reports indicating that only 35% of the funded projects continue to function after the initial phase (Mwanja, 2022). The Uganda Roads Authority has also struggled with sustainability, particularly with road maintenance projects, where only 45% of road construction projects are maintained properly (Kuteesa, 2021).

Agency theory, initially proposed by Jensen and Meckling (1976), explains the relationship between principals (such as funders or governments) and agents (such as project implementers), where conflicts may arise due to divergent goals and information asymmetry. The theory emphasizes the need for mechanisms to align agent behavior with principal interests. Risk management in terms of risk identification, analysis and control serves as a governance tool to reduce uncertainty, enhance transparency and promote accountability in project execution (Eisenhardt, 1989; Letza et al., 2004). When effectively applied, risk management mitigates agency problems, which in turn supports project sustainability across economic, social and environmental dimensions (Trkman & McCormack, 2009).

Stakeholder theory, initially developed by Freeman (1984), focuses on the idea that organizations and projects must consider and address the interests, expectations and needs of all stakeholders involved, rather than just focusing on shareholders. The theory posits that the success and sustainability of a project depend on effectively managing relationships with various stakeholders, including communities, government agencies, project teams and investors. In the context of this study, stakeholder theory links the variables of stakeholder engagement, risk management and project sustainability by emphasizing that robust stakeholder engagement processes help identify, address and manage potential risks that may impact the project's long-term viability. Through continuous and strategic involvement of stakeholders, projects can better

mitigate risks, align their objectives with community needs and ensure that the resources and efforts invested are used efficiently, ultimately enhancing the sustainability of the project. By fostering trust, communication and collaboration, stakeholder engagement becomes integral to both managing risks effectively and securing a project's ongoing success and sustainability (Freeman, 1984; Mitchell et al., 1997).

Previous studies have predominantly explored the direct relationships between stakeholder engagement, risk management, and project sustainability, with limited attention to the mediating role of factors like risk management in these relationships (Aalst & Cuppen, 2010). While several studies have demonstrated the impact of stakeholder engagement on project sustainability (James & Simons, 2017), the mechanisms through which stakeholder engagement influences sustainability remain underexplored (Bryson et al., 2018). Moreover, much of the existing literature has focused on developed countries, leaving a significant gap in understanding how these relationships play out in the context of developing countries such as Uganda (Mumba et al., 2018). The socio-economic, political and institutional dynamics unique to Uganda make it critical to examine how stakeholder engagement and risk management practices influence project sustainability in this specific setting (Bauer & Kaiser, 2021). This study sought to explore the role of risk management as a mediator between stakeholder engagement and sustainability in Uganda, a developing country context.

1.2 Statement of the Problem

Despite the significant investments made in development projects across Uganda, particularly through initiatives like the Uganda Women's Entrepreneurship Programme (UWEP), many of these projects struggle to achieve long-term sustainability, undermining their potential to drive lasting socio-economic change. Project sustainability challenges in Uganda are widespread, as

numerous development projects across various sectors struggle to maintain their outcomes in the long run. According to the Uganda National Development Plan (2020), 60% of projects funded by the government or international donors do not achieve sustainability beyond their initial phases. Specifically, for the Uganda Women's Entrepreneurship Programme (UWEP), the Uganda Bureau of Statistics (2021) reported that over 50% of UWEP-funded projects in rural districts fail to achieve financial independence and long-term operational success within five years of their implementation. In addition, a 2022 report from the Uganda Development Programme found that 48% of rural development projects fail to meet their sustainability objectives due to poor monitoring and the inability to engage local stakeholders effectively (Teguh, 2022).

Additionally, a study by the Uganda Ministry of Gender, Labour and Social Development (2021) revealed that 55% of the UWEP projects in districts like Kumi do not generate enough income to sustain themselves post-implementation, thus failing to meet their sustainability goals. Institutional sustainability is notably absent in over 62% of projects in Uganda, according to the Uganda Bureau of Statistics (2021). Additionally, financial sustainability is missing in 58% of rural development projects, including those implemented under UWEP in districts like Kumi (Ministry of Gender, Labour and Social Development, 2021). Furthermore, community sustainability is a significant challenge, with 55% of UWEP projects failing to create lasting positive impacts on the communities they target (Uganda National Development Plan, 2020).

Despite growing body of knowledge on the link between stakeholder involvement and project sustainability, most existing studies have focused on internationally funded projects in urban settings, leaving a contextual gap regarding small-scale, community-based government programs like the Uganda Women Entrepreneurship Programme (UWEP) in rural districts such as Kumi

(Kebirungi et al., 2023; Nkata & Namagembe, 2022). Additionally, the mediating role of risk management in the relationship between stakeholder involvement and project sustainability remains underexplored, particularly in low-resource settings (Tumwebaze & Twinamasiko, 2021). The current study aimed to explore the relationship between stakeholders' engagement, risk management practices and project sustainability among UWEP projects in Kumi district.

1.3 Purpose of the Study

The study sought to establish the relationship between stakeholder involvement, risk management and sustainability of UWEP projects in Kumi District.

1.4 Objectives of the Study

i. To examine the relationship between stakeholder involvement and sustainability of UWEP projects in Kumi District
ii. To examine the relationship between stakeholder involvement and risk management of UWEP projects in Kumi District.
iii. To evaluate the relationship between risk management and sustainability of UWEP projects in Kumi District.
iv. To assess the mediating role of risk management in relationship between stakeholders' involvement and sustainability of UWEP projects in Kumi District.

1.5 Hypothesis

H1: Stakeholder involvement significantly relates to UWEP project sustainability.

H2: Stakeholder involvement significantly relates to UWEP project risk management.

H3: Risk management significantly relates to sustainability of UWEP project.

H4: Risk management has a significant mediating role between stakeholder involvement and sustainability of UWEP project.

1.6 Scope of the study

1.6.1 Content scope

The study was limited to exploring the constructs of stakeholder involvement, project sustainability and risk management.

1.6.2 Geographical scope

The study was carried out in Kumi District. Since the implementation of UWEP projects in Kumi district from 2016 to date. These projects have suffered severe challenges leading to weak sustainability for most of the projects (ACODE, 2023).

1.7 Significance of the study

To the Government of Uganda, the findings of this study could offer critical insights into how stakeholder involvement and risk management practices can enhance the sustainability of development projects such as the Uganda Women Entrepreneurship Programme (UWEP). The study could provide empirical evidence that can support policy formulation and guide project implementation frameworks that are inclusive, responsive, and accountable to stakeholders. It could also inform national development strategies on how to align stakeholder engagement with sustainability goals, in line with Uganda's Vision 2040 and the Sustainable Development Goals (SDGs). Furthermore, the study highlights areas where development partners and government agencies can improve collaboration and risk mitigation, ultimately enhancing the efficiency and long-term impact of government-supported programs.

To the researchers, this study was of academic significance in that it offers a valuable learning opportunity for the researchers to deepen their understanding of stakeholder dynamics, risk analysis, and sustainable development in public sector projects. The knowledge generated from this study could also serve as a resource for future project managers, development practitioners,

and policy makers who seek to implement people-centered, risk-aware, and sustainable development programs. It adds to the researcher's capacity to contribute meaningfully to both scholarship and practice in the fields of development planning, governance, and project sustainability.

To the body of literature and policy debate, this study contributes new knowledge on stakeholder engagement, risk management and project sustainability in the context of Uganda's public development programs. It enriches scholarly understanding of the participation-sustainability nexus, with a particular focus on dimensions such as economic sustainability, social sustainability, environmental sustainability, and legal sustainability. By empirically testing the mediation role of risk management in stakeholder involvement and project sustainability, the study also addresses theoretical and methodological gaps in previous research. This is expected to stimulate academic discussions, inform best practices and inspire further research on community participation and sustainable project outcomes in developing countries.

1.8 Conceptual Framework

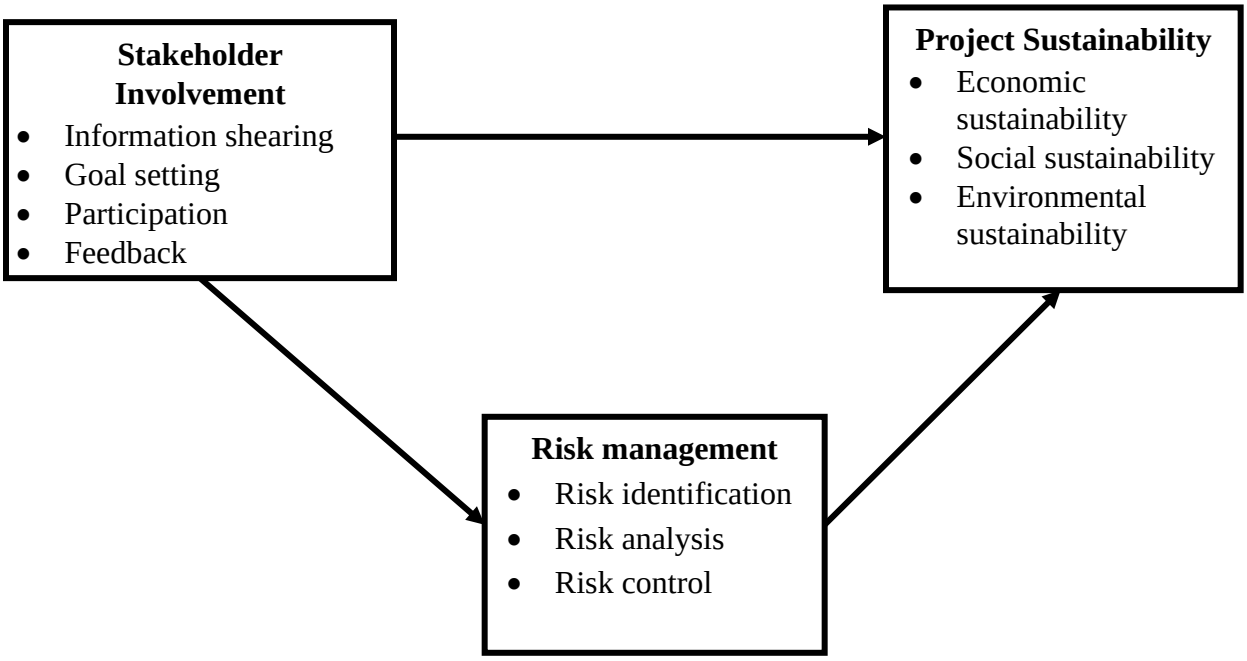

***Fig. 1*: Conceptual Framework**

Sources: *Mainardes et al. (2017); Oppong (2022); Hillson & Murray-Webster (2017); PMI (2021); Mensah (2019); United Nations (2022)*

1.8.1 Explanation of Conceptual Framework

The conceptual framework illustrates the hypothesized relationships among stakeholder involvement, risk management and project sustainability. Stakeholder involvement, as the independent variable, encompasses four dimensions: participation, goal setting, information sharing and feedback. Risk management serves as the mediating variable and includes risk identification, risk analysis and risk control, representing systematic efforts to anticipate, assess, and mitigate potential threats that could undermine project success. The dependent variable, project sustainability, is examined through economic, social and environmental sustainability dimensions, capturing the long-term viability and impact of the projects. The framework posits that effective stakeholder involvement enhances risk management practices, which in turn contributes to the sustainability of projects. This mediation pathway is grounded in the premise

that inclusive and informed stakeholder engagement improves the capacity to manage risks, leading to more resilient and sustainable development outcomes.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This chapter entails the review of related literature to the topic under study as guided by the four objectives. This will include theoretical review, conceptual review, empirical review and summary of the literature.

2.1 Theoretical Review

The study was grounded by two theories; the agency theory by Jensen and Meckling (1976) and stakeholder theory by Freeman (1984).

2.1.1 Agency Theory

Agency theory was first advanced by Jensen and Meckling (1976) to explain the relationship between principals (such as owners, donors, or the state) and agents (managers or implementers) who act on behalf of the principals. The theory arose from concerns over conflicting interests between these two parties, especially when agents pursue their own goals at the expense of those they are meant to serve. Building on this foundation, Eisenhardt (1989) refined the theory by outlining its applicability to organizational behavior, noting that agency relationships are defined by goal divergence and information asymmetry. These tensions necessitate the creation of oversight mechanisms such as monitoring, incentives, and formal contracts to align the actions of agents with the objectives of principals.

Agency theory assumes that both agents and principals are rational actors who seek to maximize their self-interest. It also presupposes that agents are likely to act opportunistically if not properly monitored, owing to their access to privileged information, a situation known as information asymmetry (Eisenhardt, 1989). Consequently, principals are expected to invest in governance

structures that reduce uncertainty and curb opportunism, such as through well-designed incentives or risk control systems. The underlying goal is to reduce “agency costs,” which are the losses incurred due to the divergence between the interests of principals and agents (Jensen & Meckling, 1976).

In this study, the government, as the principal, delegates authority and resources to agents such as project implementers, local councils and or community leaders to manage project execution. However, without effective governance and oversight mechanisms, these agents may divert from project goals, either through inefficiency or self-interest. By embedding robust risk management practices encompassing risk identification, analysis and control, the government can mitigate these risks and improve the prospects for project sustainability. These governance tools thus serve to align the behavior of agents with the development objectives of the program.

Furthermore, stakeholder involvement through participation, information sharing, feedback and goal setting is an informal and powerful mechanism for curbing agency problems. Active involvement of beneficiaries and local actors increases transparency and accountability, thereby supplementing formal risk control systems. This dynamic reduces the gap between project design and implementation and ensures that projects are responsive to local needs and conditions. In doing so, stakeholder involvement not only mitigates agency problems but also enhances economic, social and environmental sustainability outcomes.

Despite its strengths, agency theory is not without limitations. It is critiqued for its narrow focus on bilateral principal-agent relationships, often excluding other critical stakeholders whose interests are also impacted by organizational decisions. Moreover, the theory assumes self-interest as the dominant motive of agents, overlooking altruistic or communal motivations that are particularly strong in public or community-based projects (Letza et al., 2004). Additionally,

its emphasis on monitoring and control is less suited for participatory models of development where co-creation, trust, and collective accountability are emphasized. As such, agency theory may fall short in capturing the complexity and multi-actor dynamics inherent in public development programs like UWEP. To address these limitations, stakeholder theory provides a more holistic and inclusive framework.

2.1.2 Stakeholder Theory

Stakeholder theory, originally proposed by Edward Freeman in 1984, posits that organizations and projects must consider the interests and influence of all stakeholders for long-term success and sustainability. The theory recognizes that stakeholders, such as community members, government entities, development partners and project beneficiaries, have a vested interest in the outcomes of projects and can significantly influence project success or failure. Freeman (1984) emphasized that meaningful engagement of stakeholders throughout the project lifecycle enhances transparency, accountability and responsiveness to local needs, all of which contribute to sustainable project outcomes. This foundational principle underpins the current study by framing stakeholder involvement as a necessary precondition for the sustainability of development projects.

The theory directly supports the study's conceptualization of stakeholder involvement through its four dimensions: information sharing, participation, feedback and goal setting. According to Reed et al. (2009), these dimensions foster trust, mutual learning and collaborative decision-making, which improve both project relevance and stakeholder buy-in. For example, information sharing ensures that stakeholders are adequately informed about project activities and goals; participation allows stakeholders to contribute to planning and implementation; goal setting

aligns project objectives with stakeholder expectations; and feedback mechanisms help adapt and refine project activities in response to stakeholder concerns. These practices are consistent with stakeholder theory's call for inclusive, participatory governance that values all voices in decision-making processes (Bryson, 2011).

Furthermore, project sustainability, which encompasses economic, environmental and social sustainability, is a central outcome of effective stakeholder engagement. When stakeholders are involved meaningfully, they are more likely to support the continuation of project benefits beyond the initial funding cycle. For instance, economic sustainability is enhanced when communities take ownership of income-generating activities or infrastructure maintenance; environmental sustainability is supported when local stakeholders integrate ecological concerns into project planning; and social sustainability is achieved when projects foster equity, inclusion, and social cohesion (Ahenkan et al., 2013).

2.2 Conceptual Review

2.2.1 Stakeholder Involvement

Stakeholder involvement refers to the meaningful engagement of individuals, groups, or institutions that affect or are affected by a development initiative. According to Freeman (1984), stakeholders are any group or individual who can affect or is affected by the achievement of an organization's objectives, and involving them is essential for responsiveness and legitimacy. Reed et al. (2009) define stakeholder involvement as the process by which stakeholders influence decision-making through participation, negotiation and feedback mechanisms. Bryson (2004) emphasizes that stakeholder involvement is not only about participation but also about empowering stakeholders to contribute to goal formulation, planning, implementation and

evaluation. There is a consistent emphasis on active, inclusive and reciprocal engagement in decision-making processes.

The conceptualization of stakeholder involvement varies across contexts and disciplines, but core elements remain consistent. Scholars such as Rowe and Frewer (2000) distinguish between public communication, consultation and participation, suggesting a spectrum of engagement. In development and project management literature, stakeholder involvement is often conceptualized as a multi-dimensional construct that includes active participation, access to timely and relevant information, shared decision-making and mechanisms for feedback (Pandey & Patnaik, 2017; Chinyio & Olomolaiye, 2010). While there is no absolute universal agreement on a single set of indicators, there is scholarly convergence around common dimensions that reflect both the breadth and depth of involvement, particularly in participatory development models.

In this study, stakeholder involvement is operationalized through four widely acknowledged dimensions of participation, goal setting, information sharing and feedback. Participation reflects the extent to which stakeholders are involved in planning and implementation activities (Aaltonen & Kujala, 2016). Goal setting captures joint decision-making and the inclusion of stakeholder interests in project objectives (Bryson, 2004). Information sharing assesses how timely, accurate, and relevant information flows between stakeholders (Reed et al., 2009), while feedback denotes the mechanisms through which stakeholders provide input or raise concerns during the project cycle (Rowe & Frewer, 2000). These indicators, while not universally standardized, are widely accepted in empirical literature and provide a robust framework for measuring the quality and effectiveness of stakeholder involvement in development programs.

2.2.2 Risk Management

Risk management is broadly defined as the systematic process of identifying, assessing and mitigating risks that may adversely affect the achievement of project objectives. According to Hillson (2016), risk management involves recognizing potential threats and opportunities to minimize negative impacts while maximizing positive outcomes. Similarly, PMI (2021) describes risk management as the coordinated activities to direct and control an organization's exposure to risk. In the context of development projects, Chapman and Ward (2011) emphasize that effective risk management enables organizations to anticipate uncertainties and prepare responsive strategies, thereby enhancing project success and sustainability.

Conceptually, risk management is often viewed as a multi-phase process encompassing risk identification, risk analysis and risk control or mitigation (ISO 31000, 2018; Hillson & Simon, 2020). Risk identification involves detecting potential events or conditions that could affect project outcomes (Kerzner, 2017). Risk analysis then evaluates the likelihood and impact of these risks, often quantitatively or qualitatively, to prioritize response efforts (Hillson, 2016). Risk control entails implementing measures to reduce risk probability or severity and monitoring the effectiveness of these interventions (PMI, 2021). For this study, risk management is operationalized through three dimensions of risk identification, risk analysis, and risk control. Risk identification measures how comprehensively potential risks are recognized at various project stages (Chapman & Ward, 2011). These dimensions, while not unanimously standardized across all fields, represent a consensus in project management literature and offer a robust framework for assessing the risk management practices critical to sustainable project implementation.

2.2.3 Project Sustainability

Project sustainability refers to the capacity of a project to maintain its benefits and performance over time, ensuring lasting positive impacts beyond the project's lifecycle. According to Silvius and Schipper (2014), sustainability in projects involves balancing economic, environmental and social considerations to meet present needs without compromising the ability of future generations to meet theirs. Elkington (1997) introduced the widely accepted "triple bottom line" framework, emphasizing that sustainability must address economic viability, environmental protection and social equity simultaneously. In the context of development projects, Ensor and Berger (2009) highlight sustainability as a multi-dimensional construct that requires continuous adaptation and stakeholder engagement to uphold long-term project benefits.

Conceptually, project sustainability is often divided into three core dimensions: economic sustainability, environmental sustainability and social sustainability (Silvius et al., 2017; Martens & Carvalho, 2017). Economic sustainability refers to the project's ability to generate sufficient financial resources and maintain cost-effectiveness throughout its lifespan (Pereira et al., 2020). Environmental sustainability emphasizes minimizing negative ecological impacts by promoting resource efficiency and ecological balance (Martens & Carvalho, 2017). Social sustainability focuses on enhancing community well-being, social inclusion, and equity outcomes related to the project's beneficiaries (Ensor & Berger, 2009). Despite widespread agreement on these dimensions, debates persist on incorporating additional aspects such as legal or institutional sustainability depending on project contexts (Silvius & Schipper, 2014). For this study, project sustainability is operationalized through the three widely recognized dimensions of economic sustainability, social sustainability, and environmental sustainability. These dimensions provide a comprehensive framework to examine the long-term viability and impact of development

projects implemented in the study area, aligning with international best practices and empirical research in sustainability.

2.3 Empirical Review

2.3.1 Stakeholder Involvement and Sustainability

Stakeholder engagement plays a critical role in enhancing project sustainability across diverse sectors. Freeman, Harrison, and Wicks (2020) emphasize that effective engagement fosters shared ownership and accountability, which are essential for sustainable outcomes. Aaltonen and Kujala (2021) found that projects with structured stakeholder involvement showed higher levels of environmental, social, and economic sustainability, attributing this to continuous information sharing and participatory decision-making. Bryson, Crosby and Stone (2015) further highlight the importance of engaging stakeholders throughout the project lifecycle to align goals with community needs and environmental preservation.

In sectors such as urban development and disaster risk reduction, stakeholder engagement is linked to resilience and long-term viability. Muralidharan et al. (2022) demonstrate that inclusive governance and feedback mechanisms in European urban projects improved social sustainability by maintaining the social license to operate. Similarly, Jigyasu and Vempati (2023) show that participatory approaches in disaster risk projects enhanced adaptive capacity and reduced vulnerabilities, supporting sustained project benefits.

Studies in Africa affirm the positive impact of stakeholder involvement but note persistent challenges. Amponsah and Boateng (2022) observed that poor communication and exclusion of local voices in Ghanaian infrastructure projects led to delays and sustainability failures, while inclusive participation improved outcomes. In Uganda, Twesigye et al. (2022) found that active involvement of beneficiaries and local leaders increased project continuity and social

sustainability, though issues such as limited stakeholder capacity and exclusion of marginalized groups remain. Kabahinda and Mwesigwa (2022) also highlight power imbalances and inadequate information sharing as barriers to effective engagement. These findings suggest the need for context-sensitive engagement strategies that address institutional and socio-cultural constraints.

Despite extensive evidence linking stakeholder engagement to sustainability, gaps remain. Few studies investigate the interaction between stakeholder engagement and risk management within Uganda's UWEP projects. This study addresses this gaps by examining the distinct roles of stakeholder involvement dimensions on project sustainability in Kumi District's UWEP projects. Thus, this study hypothesizes that:

> ***H1****: Stakeholder involvement has a significant effect on project sustainability in UWEP projects implemented in Kumi District.*

2.3.2 Stakeholder Involvement and Risk Management.

Literature consistently underscores the crucial role of stakeholder engagement in effective risk management across various project contexts. For instance, Jepsen and Eskerod (2021) emphasize that inclusive stakeholder involvement improves risk identification and mitigation by integrating diverse perspectives early in project lifecycles. Similarly, Hillson and Murray-Webster (2022) argue that collaborative risk management through stakeholder participation enables more dynamic risk responses in complex environments such as infrastructure and IT projects. Empirical evidence from Europe and Asia also shows that proactive communication and structured feedback with stakeholders reduce risks related to delays, costs, and safety (Yang, Shen, & Ho, 2020; Tsekouras et al., 2023). These findings affirm that stakeholder engagement is essential for comprehensive risk assessment and adaptive control measures.

In African, studies echo these global insights but also reveal significant contextual challenges. Research in Nigeria and Kenya demonstrates that participatory risk workshops and community involvement improve risk awareness and adaptability (Eze et al., 2022; Kalu & Okoro, 2023). However, persistent issues such as power imbalances, limited stakeholder capacity, and institutional constraints frequently undermine full participation and the effectiveness of risk management efforts (Adeleke et al., 2021; Motsoeneng & Dlamini, 2023). Similarly, in Uganda, Okello and Katamba (2022) show that incorporating local feedback in risk frameworks enhances responsiveness to climatic and market risks, yet systemic barriers remain.

Despite robust evidence linking stakeholder engagement to improved risk management, the literature reveals gaps that this study addresses. The interplay between stakeholder engagement and risk management as mechanisms driving project sustainability remains underexplored in this context. Addressing these gaps is critical for developing tailored frameworks that optimize risk management through effective stakeholder involvement. Therefore, this study hypothesizes that:

> ***H2:*** *Stakeholder involvement positively and significantly influences risk management among UWEP projects in Kumi District.*

2.3.3 Risk Management and Project Sustainability

Risk management is recognized as a critical factor in ensuring the sustainability of development projects across diverse sectors. According to Hillson and Simon (2020), effective risk management enhances project sustainability by proactively identifying, analyzing, and mitigating potential threats that could derail project objectives. Their meta-analysis of infrastructure and environmental projects revealed that comprehensive risk frameworks incorporating continuous monitoring and adaptive strategies significantly improved environmental, economic, and social sustainability outcomes. Similarly, research by Zwikael and Smyrk (2021) in the construction

industry emphasized that projects employing integrated risk management processes exhibited increased resilience, minimizing cost overruns and schedule delays, thereby supporting long-term project viability.

Similarly, Müller and Jugdev (2022) found that renewable energy projects with robust risk identification and control mechanisms were better equipped to adapt to regulatory changes and market fluctuations, thereby enhancing economic sustainability. In urban infrastructure projects, Nguyen et al. (2023) highlighted that early stakeholder-inclusive risk assessments facilitated more effective environmental risk mitigation, resulting in sustainable urban growth. These sector-specific studies confirm that tailored risk management practices not only protect project assets but also promote sustainable outcomes by aligning project activities with evolving environmental and socio-economic contexts.

Empirical evidence in Africa supports the critical role of risk management in achieving project sustainability. A study by Dlamini and Mthembu (2021) on public infrastructure projects in South Africa revealed that risk analysis and mitigation strategies significantly influenced the environmental and social sustainability of projects. However, the researchers noted that inconsistent application of risk controls and limited stakeholder engagement often undermined these benefits. Similarly, in Kenya, Njoroge and Kamau (2022) found that community participation in risk management enhanced the social sustainability of water supply projects by addressing local vulnerabilities. Yet, gaps in technical capacity and resource constraints limited comprehensive risk planning.

Further research in Africa highlights the interaction between risk management and sustainability in rural and agricultural projects. For instance, Moyo and Chikomba (2023) investigated rural development initiatives in Zimbabwe and demonstrated that projects integrating risk

identification with adaptive management practices showed improved economic sustainability despite climatic uncertainties. However, their study emphasized that weak institutional frameworks and inadequate funding hindered consistent risk control measures. In Uganda, Nankya et al. (2022) examined the sustainability of water and sanitation projects, revealing that risk monitoring and stakeholder collaboration were positively correlated with sustained service delivery.

Empirical research within Uganda increasingly acknowledges the link between risk management and project sustainability. A study by Tumwesigye and Lutaaya (2023) on the Uganda Women Entrepreneurship Programme (UWEP) projects found that risk identification and proactive mitigation significantly enhanced economic and social sustainability. Their research showed that projects with systematic risk control processes were more likely to adapt to funding uncertainties and market changes. Similarly, Okello and Namata (2024) reported that UWEP projects implementing continuous risk analysis and stakeholder feedback mechanisms achieved higher environmental sustainability by reducing resource wastage and promoting eco-friendly practices.

While the reviewed literature underscores the critical role of risk management in enhancing project sustainability across various sectors and contexts, notable gaps remain. African studies highlight challenges such as limited technical capacity, inadequate funding and inconsistent stakeholder engagement that undermine effective risk management (Dlamini & Mthembu, 2021; Moyo & Chikomba, 2023), yet research on practical strategies to overcome these barriers is scarce. Furthermore, most research treats sustainability dimensions of economic, social and environmental separately rather than integrating them to reflect the complex realities of grassroots development projects (Nguyen et al., 2023; Nankya et al., 2022). This study thus hypotheses that:

*H3: Risk management significantly affects sustainability among UWEP projects in Kumi District***.**

2.3.4 Stakeholder Involvement, Risk Management and Project Sustainability

Stakeholder involvement and risk management are both crucial drivers of project sustainability, but their interrelationship requires clearer articulation. Stakeholder involvement fosters project sustainability by ensuring that project goals align with community needs, enhancing transparency, accountability, and shared ownership of outcomes (Freeman, Harrison, & Wicks, 2020; Jepsen & Eskerod, 2021). These dimensions of participation, feedback, information sharing and goal setting create an enabling environment where sustainability across economic, social and environmental domains can be realized. However, the pathway through which stakeholder involvement translates into sustainable outcomes is often complex and mediated by other factors. Risk management emerges as a logical mediator because it operationalizes stakeholder inputs into actionable strategies that identify, analyze and mitigate potential threats to sustainability (Hillson & Murray-Webster, 2022). By incorporating stakeholder knowledge and concerns, risk management frameworks become more comprehensive and adaptive, allowing projects to respond proactively to uncertainties that might otherwise undermine sustainability (Zwikael & Smyrk, 2021; Eze et al., 2022).

Risk management bridges stakeholder engagement and tangible sustainability outcomes. While variables could influence this relationship, risk management uniquely transforms stakeholder inputs into practical controls over project risks that directly threaten economic, social and environmental dimensions (Müller & Jugdev, 2022). Empirical studies support this mediating role, showing that projects with strong stakeholder participation but weak risk management often fail to sustain benefits, whereas those integrating both achieve superior resilience and

sustainability (Motsoeneng & Dlamini, 2023; Okello & Katamba, 2022). Thus, risk management operationalizes the collaborative intent of stakeholder involvement into effective mitigation strategies, enhancing the likelihood of project continuity and success (Tumusiime & Nakato, 2023; Nsubuga & Owor, 2024).

Despite these insights, notable gaps persist in the literature. First, many studies treat stakeholder involvement and risk management as independent predictors of sustainability without sufficiently exploring their causal interplay or mediating mechanisms (Adeleke et al., 2021; Kalu & Okoro, 2023). Second, there is limited contextualized research within Uganda's UWEP projects that integrates environmental sustainability alongside economic and social dimensions when examining these relationships. Third, while risk management's role as a mediator is supported conceptually, empirical evidence explicitly testing this mediation in community-driven development projects remains scarce. This study seeks to fill these gaps by empirically investigating how risk management mediates the relationship between stakeholder involvement and the multidimensional sustainability of UWEP projects in Kumi District, Uganda. This study therefore hypotheses that;

> ***H4****: Risk management mediates the relationship between stakeholder involvement and project sustainability among UWEP projects in Kumi District.*

2.4 Summary of Literature Review

Numerous studies highlight that active engagement of stakeholders significantly enhances risk identification and mitigation efforts, which in turn promote environmental, economic, and social sustainability (Freeman et al., 2020; Hillson & Murray-Webster, 2022; Jepsen & Eskerod, 2021). However, the existing body of literature often concentrates predominantly on the initial phases of stakeholder participation and risk identification, with insufficient focus on continuous risk

analysis, control and monitoring processes that are vital for adapting to evolving project contexts and ensuring long-term sustainability (Nsubuga & Owor, 2024; Eze et al., 2022). Moreover, there remains a notable scarcity of integrative frameworks that simultaneously address stakeholder involvement and risk management as interacting components influencing sustainability outcomes, particularly in community-driven empowerment initiatives such as those under the Uganda Women Entrepreneurship Programme (UWEP).

In addition, contextual constraints prevalent in African and Ugandan development projects present significant challenges to effective stakeholder involvement and comprehensive risk management. Power asymmetries, limited technical expertise and resource shortages frequently impede inclusive stakeholder participation and the implementation of robust risk controls (Adeleke et al., 2021; Okello & Katamba, 2022). Empirical research addressing how these factors affect the resilience and sustainability of projects, especially in rural districts like Kumi where UWEP is implemented, remains limited.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter focuses on the research methodology that will be applied in the study. The chapter presents the research design, the target population of the study, the sample and sampling techniques, data collection techniques, data analysis and ethical considerations.

3.1 Research Design

This study adopted a cross-sectional research design where the researcher gathers data about a group of people or a sample section that represents the population at a particular time moment (Creswell and Creswell, 2023). The cross-sectional design was cost-effective and time-saving in data collection in comparison to large populations or areas that are geographically scattered (Bryman, 2023). The research approach was a quantitative one, which is characterized as an ordered inquiry that is mainly oriented on the measurement of facts and statistical analysis to explore hypotheses and address correlations (Saunders et al., 2019). Mostly due to the possibility of assessing perceptions across clear variables and dimensions, objectivity, replicability and generalizability of results, the quantitative approach was favored (Taherdoost, 2022).

3.2 Target Population of the Study

A target population refers to the entire group of individuals, organizations or entities that share common characteristics and to whom the findings of a study are intended to be generalized (Saunders et al., 2019). The study targeted 192 UWEP project groups (Kumi district Community Development Office [DCDO] report, 2025).

3.3 Sampling Technique and Size

The study used simple random sampling technique to choose respondents in the target population that consisted of UWEP project stakeholders in Kumi District. The simple random sampling is a probability sampling technique that individuals in the population have equal independent probability of being selected (Saunders et al., 2019). Simple random sampling reduces the selection bias and provides the sample which reflects the whole population, therefore, increasing the validity and generalizability of the results (Creswell & Creswell, 2023). The sampling frame comprised all UWEP projects in the district obtained from the District Community Development Office. Each project name was written on a small piece of paper and all the papers were thoroughly mixed in a tin. The sampled projects were selected one after another without replacement until the required sample size was achieved. This approach ensured fairness and transparency in the selection process and allowed the sample to reflect the diversity of UWEP projects in terms of location, type, and composition. Krejcie and Morgan (1970) sample size determination table was used to establish the sample size of the study because the table gives the scientifically determined sample size for various sizes of a population. It is a commonly recognized approach in social science research because it is an efficient and reliable method of estimating a sample where the population size is known (Israel, 2009; Taherdoost, 2017). The sample size as determined by Krejcie and Morgan table was 127 UWEP projects.

3.4 Data Type and Source

Primary data is the key source of data that was used in the study which includes a collection of quantitative data. Primary data is original information directly accessed by the source, that was collected to specifically answer the research-problem (Kumar, 2019). This kind of data was

perceived to be very reliable and relevant as it represents the latest perceptions and experience of the stakeholders directly involved in the projects under the study (Saunders, Lewis, and Thornhill, 2019). On the other hand, quantitative data is a kind of numerical information which can be statistically analyzed. Quantitative data were determined as collected because can be objective, generalized, and tested against a hypothesis required to draw valid conclusions in terms of cross-sectional survey (Taherdoost, 2022).

3.5 Data Collection Method and Tool

Data collection in this study utilized a structured self-administered questionnaire (SAQ) as the main data collection instrument because of the requirement of the questionnaire as the data collection method. Questionnaire method can be defined as a general method of collecting standard general data regarding the respondents through posing a sequence of pre-developed written questions (Kumar, 2019). It also fits best in research that seeks measurement of quantitative data over a large number of respondents since it provides consistent answers and is easy to conducted, using statistics (Saunders et al., 2019). On the other hand, however, the questionnaire tool is the real tool used to gather this data with closed-ended questions structured around the research variables (Creswell and Creswell, 2023). This research instrument was used in the present study due to its ability to enable the researcher to effectively gather information on various attributes of stakeholder engagement such as risk management and project sustainability among many stakeholders of the UWEP project in Kumi District. Moreover, the questionnaires also have the benefits of anonymity, cost-efficiency and low administration costs, particularly where geographically dispersed participants are involved (Bryman, 2023).

3.6 Measurement of Variables

In this study, the variables of stakeholder involvement, risk management and project sustainability will be measured using structured questionnaire items based on established dimensions from relevant literature. Stakeholder involvement was measured using four dimensions of information sharing, goal setting, participation and feedback adopted and modified from Mainardes et al. (2017) and Oppong (2022) to suit the study context. The construct of stakeholder involvement was measured by 23 items anchored on a five-point Likert scale.

Risk management was measured through the dimensions of risk identification, risk analysis and risk control adopted and modified from Hillson and Murray-Webster (2017) and PMI (2021) to suit the study context. The construct of risk management was measured by 16 items anchored on a five-point Likert scale.

Project sustainability was measured using three core dimensions of environmental sustainability, economic sustainability and social sustainability adopted and modified from Mensah (2019) and United Nations (2022) to suit the study context. The construct of project sustainability was measured by 21 items anchored on a five-point Likert scale.

3.7 Validity and Reliability

3.7.1 Validity

Validity is the degree to which a measurement tool measures something that it is supposed to measure, and is an indispensable component of the credibility and verisimilitude of research outcomes (Creswell and Creswell, 2023). Having content validity took first place in this study as a way to ensure the validity of the items being part of the questionnaire is acceptable plus sufficient in representing the variables being stakeholder involvement, risk management and

project sustainability. In this regard, the Content Validity Index (CVI) approach was employed by which a group of subject-matter experts (supervisors and peers) rated the relevance and comprehensibility of each item to its respective variable (Polit and Beck, 2006). Items were rated and those with a CVI of 0.7 were taken to be valid; this consideration was in line with advice given by Lynn (1986).

3.7.2 Reliability

Reliability is the measurement of level to which a research tool can create the same consistent and stable results in a number of time and circumstances within the same conditions (Saunders et al., 2019). A reliable tool is responsible to make sure that all fluctuation of responses is to real differences in the variables under measurement as opposed to inconsistencies in the measurement device. As a measure of reliability, 20 UWEP projects in Bukedea District were piloted in this study. The reason a similar setting was suspended in Bukedea and not elsewhere within the study area was to minimize the chances of double enumeration and the adverse effects later to the primary study. Cronbachs Alpha coefficient was used to assess the internal consistency of the questionnaire and the value of 0.70 or more is deemed to be reasonable (Tavakol and Dennick, 2011).

The study findings reveal that the study constructs were valid with a CVI index above the 0.7 threshold for stakeholder involvement (0.803), risk management (0.919) and project sustainability (0.899). Regarding reliability, the study findings reveal that data was reliable with Cronbach alpha coefficients for the study constructs above the 0.7 threshold. The results in Table 3.1 indicate that the Cronbach alpha for stakeholder involvement was 0.798, risk management was 0.819 and project sustainability was 0.797 and hence the data used to draw conclusion was reliable.

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

Variable	No of Items	Cronbach's Alpha	CVI
Stakeholder Involvement	23	0.798	0.803
Risk Management	16	0.819	0.919
Project Sustainability	21	0.797	0.899

Source: Primary Data, 2025

3.8 Data Analysis and Presentation

Data was analyzed using Statistics package in social sciences (SPSS) version 26. Before analysis was done, the data needed to be sorted, edited and entered into excel sheet and then transferred to SPSS. Both descriptive and inferential statistics were used in providing the analysis to answer the study objectives. Mean and standard deviation used in the descriptive analysis. This gave a good outline of the patterns and distributions in the dataset. To obtain project-level data, responses from the two members were aggregated by computing the mean of their responses.

Inferential analysis in this study involved correlation and regression. Correlation analysis is a statistical test which quantifies and characterizes the strength and direction of association between two continuous variables (Cohen, Cohen, West, and Aiken, 2013). In this research, correlation theory was used to identify the extent to which the stake holder involvement, risk management and project sustainability are related to each other. This methodology aided the realization of whether a positive or negative change in one measurement aligns with a change in another and establishes some of the underlying relationships between them, but not causation (Hair et al., 2019). The cross-sectional quantitative research to which correlation was influential involved is where the study aims to learn about the relationship among variables which are related observable in one single line. (Cramer, 2011). Regression analysis is a statistical method to study the correlation between one dependent variable and another variable or various

independent variables by estimating the strength and nature of connection between variables (Field, 2018). The levels of relationships were also evaluated, and it was also possible to control the predicting factors, which these predictors affect individually and simultaneously in any way on the outcome through regression analysis, providing a clearer insight into the person effect of both factors (Hair et al., 2019). The regression analysis can be successfully used to test the hypothesis of the cause-effect relationship in quantitative studies (Tabachnick and Fidell, 2019). In particular, the hierarchical regression was adopted.

This study ensured another test of mediation by applying the Baron and Kenny (1986) mediation testing time series, which consisted of multiple regression tests to ascertain the two relationships: (a) risk management mediates (b) stakeholder involvement mediates risk management and (c) project sustainability mediates risk management. The first phase was to determine that the involvement of stakeholders is a significant predictor of project sustainability (path c). Second, stakeholder involvement should be quite predictive of risk management (path a) and risk management should be quite predictive of project sustainability controlled by stakeholder involvement (path b). Next the qualitative impact of stakeholder engagement on project sustainability is estimated by holding risk management constant (path c). The effect of stakeholder involvement on project sustainability became significant when it was viewed in both the presence of risk management and in its absence thus confirming mediation. The use of this method explains the impacts of the concerned stakeholders' involvement on the project sustainability according to the explanation of risk management (Baron and Kenny, 1986).

3.9 Ethical considerations

The main reason behind protecting the participants and ensuring the credibility of this research is the consideration of ethical considerations. This study clarified some of the main ethical concerns, namely the use of informed consent, confidentiality and anonymity, voluntary participation, and no harm and/or coercion. These ethical principles needed to be considered to ensure that the research was conducted without violating its principles and that participants were not in danger of any harm. In efforts to deal with the issue of informed consent, clear and adequate information concerning the purpose of the study, the procedures, benefits and possible risks of the study was given to all the respondents so that they will willingly agree to take part in the study freely and none is coerced into joining the study. It reduced the ethical issues because it respected the autonomy and the right of the participants to make their own informed decision.

When it came to confidentiality and anonymity, the study did not require a collection of personally identifiable data and ensured the secure storage of all data and limited access to the research team only. This helped protect the privacy of the participants and minimize the likelihood of data abuse or unintended breach. Involuntary participation: since the decision is made by choice, the respondents were made aware that they can pull out of the study any time without punishment, avoiding the need to feel obliged or dotted in any manner. Finally, as part of the strategies to prevent harm, the study treated the research process respectfully and communicated research outcomes in a truthful and responsible manner to prevent them to be misrepresented or used. Through the measures, the study addresses any ethical concerns that may arise and also adhered to the outlined research ethics protocols and consecrated the validity and credibility of the research.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

The chapter encompasses the response rate, the demographic characteristics of respondents, UWEP projects characteristics using frequency distribution tables. Additionally, the chapter also shows data descriptive characteristics, correlation and regression analyses.

4.1 Response Rate

Eighty-Eight (88) UWEP projects responded to the study implying a response rate of 69.3 percent. This response as seen in Table 4.1 below meets the suggested minimum by Frankael (2010), and thus, this was judged adequate for further analysis

Table 4. 1: Response Rate

	Frequency	**Valid Percent (%)**
Response rate	88	69.3
Non response rate	39	30.7
Total	**127**	**100**

Source: Primary Data, 2025

4.2 Respondents Characteristics

The study analyzed for the demographic characteristics of the respondents which included age and education level of respondents to understand the nature of the respondents who participated in the study. The data is presented using frequencies and percentages. From Table 4.2 below, it is evident that the largest proportion of respondents (47.8%) were between the ages of 40-49 years, followed by 30.3% who were ages between 30-39 years, 50 years and above were represented by 9.8%, and 12.1% were less than 30 years. This implies that most UWEP projects' members were

older and trusted, ensuring that the funds of the project were put to good use increasing the chances for their sustainability.

Additionally, the findings indicate that the majority of respondents (46.2%) had attained Uganda Certificate of Education (UCE), 32.2% had attained Primary Leaving Education, 12.1% had attained Uganda Advanced Certificate of Education (UACE), 5.7% had attained Certificates in various fields, 3.2% had attained Diplomas and 0.6% had Degrees. This suggests that most of the UWEP project beneficiaries were qualified to participate in the project and thus had ample time for the project execution increasing chances for their sustainability.

Table 4. 2: Respondents' Characteristics

Age Bracket	**Frequency**	**Valid Percent (%)**
Less than 30 years	32	12.1
30 – 39 years	80	30.3
40 – 49 years	126	47.8
50 years and above	26	9.8
Total	**264**	**100**
Education Level		
PLE	85	32.2
UCE	122	46.2
UACE	32	12.1
Certificate	15	5.7
Diploma	10	3.2
Degree	4	0.6
Masters	0	0
Total	**264**	**100**

Source: Primary Data, 2025

4.3 Project Characteristics

Characteristics of the UWEP projects are presented based on the sector and years of operation.

The findings indicate that most of the UWEP projects (59.1%) were in the trade and commerce sector while 40.9% of the UWEP projects belonged to the production sector. The results show that UWEP projects are in sectors with high rate of return increasing their possibility of sustainability. The results show that the majority of the UWEP projects in the area have lasted for 6 years and above represented by 51.1%, 30.7% have lasted between 3 - 5 years, whereas 13.6% of the UWEP projects have lasted between 1-2 years and 4.5% of the UWEP projects have lasted for less than 1 year. The results reflect the higher possibility of sustainability of UWEP projects with more of the surveyed projects operating for a longer period of time as indicated in table 4.3 below.

Table 4.3: Project characteristics

Sector	**Frequency**	**Valid Percent (%)**
Production	36	40.9
Trade and Commerce	52	59.1
Total	88	100
Project Period		
Less than 1 year	4	4.5
1-2 years	12	13.6
3-5 years	27	30.7
6 years and above	45	51.1
Total	**88**	**100**

Source: Primary data, 2025

4.4 Descriptive Characteristics

The study analyzed for the descriptive characteristics of the study variables to assess the respondents' perceptions regarding key study variables of stakeholder involvement, risk management and project sustainability. Based on the findings in Table 4.4, it is evident that the majority of respondents agreed with the statements related to these variables. For stakeholder involvement, a significant portion of the respondents indicated that their projects provide

adequate opportunities for engagement of stakeholders, (Mean = 3.889, SD = 0.566). The low standard deviation suggests a lower variation among responses.

Regarding risk management, the results show that most of respondents agreed that there is a strong risk management mechanism in terms of identification, assessment and control of risks in their projects (Mean = 3.905, SD = 0.702). The mean score suggests that risk management is perceived positively, while the standard deviation indicates a relatively lower variability in how strongly this management is felt across the sample. The responses related to project sustainability indicate that most of the project team members agreed that there were clear pathways for advancing sustainability of projects (Mean = 4.073, SD = 0.554). The high mean score suggests an overall positive perception of project sustainability, and the relatively low standard deviation suggests that this belief is widely shared among the respondents as depicted in Table 4.4 below.

Table 4.4: Descriptive Characteristics

	Min	Max	Mean	SD
Stakeholder Involvement	2.130	4.870	3.889	0.566
Risk Management	1.801	4.900	3.905	0.702
Project Sustainability	2.081	5.000	4.073	0.554

Source: Primary Data, 2025

4.5 Correlation Analysis

The study employed Pearson's correlation coefficient to determine the relationship among stakeholder involvement, risk management, and the sustainability of UWEP projects in Kumi district. The findings of the study are as shown in Table 4.5 below:

Table 4. 5: Results of correlation Analysis

	SI	RM	PS
Stakeholder Involvement (SI)	1		
Risk Management (RM)	0.546**	1	
Project Sustainability (PS)	0.771**	0.470**	1

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

Source: Primary Data, 2025

Key; SI- Stakeholder involvement

RM-Risk Management

PS –Project Sustainability

4.5.1 Stakeholder Involvement and Project Sustainability

Table 4.5 below reveal a significant positive relationship between stakeholder involvement and project sustainability ($r = .771$, $p < 0.01$). These results imply that an increase in stakeholder involvement leads to an associated increase in project sustainability

4.5.2 Stakeholder Involvement and Risk Management

Table 4.5 below indicates a positive and significant association between stakeholder involvement and risk management ($r = .546$, $p < 0.01$). These results show that changes in stakeholder involvement leads to corresponding changes in risk management.

4.5.3 Risk Management and Project Sustainability

Table 4.5 below indicates a positive and significant correlation between risk management and project sustainability ($r = .470$, $p < 0.01$). These results show that risk management is associated with project sustainability.

4.6: Results of Hierarchical Regression Analysis

Hierarchical regression was used to determine the predictive power of stakeholder involvement and risk management on project sustainability. The constructs were entered in a series of blocks to determine the incremental value of each predictor in the model. Results of regression analysis using hierarchical regression approach is presented in Table 4.6 below:

4.6.1 Demographic Factors and Project Sustainability

Based on Table 4.6 above, in Model 1 the control variables of project sector and project duration were entered to establish the effect of the controls on project sustainability. The study findings show that the controls had no significant influence on project sustainability. The controls explained only approximately 0.2% of the total change in project sustainability (***R^2 = 0.113, P > 0 .01***). This implies that the contribution of the two demographic factors of project sector and project duration is insignificant in as far as causing changes in project sustainability is concerned.

4.6.2 Stakeholder Involvement and Project Sustainability

The first hypothesis hypothesized that stakeholder involvement has a significant effect on project sustainability. As indicated in Table 4.6 below, this hypothesis was tested in Model 2. The findings of the study revealed stakeholder involvement significantly enhances project sustainability ($\beta = 0.736$, $p < 0.01$). Also, the (ΔR^2***= 0.502***) shows that approximately 50% of the total change in project sustainability is explained by stakeholder involvement. Based on these results, hypothesis one (H_1) that states that stakeholder involvement is associated with project sustainability was supported.

4.6.3 Risk Management and Project Sustainability

The second hypothesis hypothesized that risk management significantly affect project sustainability. As shown in Table 4.6 below, this hypothesis was tested in Model 3. The study findings revealed that risk management is a significant predictor of project sustainability (β = 0.046, $p < 0.01$). Also, the (ΔR^2 **= *0.002***) shows that approximately 11% of the total variance in project sustainability is accounted for by risk management. Based on these results, hypothesis two (H2) that states that risk management is linked to project sustainability is supported.

Table 4. 6: Results of Hierarchical Regression Analysis

Variable	**Model 1**			**Model 2**			**Model 3**		
	B	**SE**	***β***	***B***	**SE**	***β***	***B***	**SE**	***β***
Constant	3.274	.256		.989	.281		.965	.286	
Sector of Project	.271	.103	.272	.141	.070	.142	.137	.070	.137
Project Period	.104	.066	.066	.019	.044	.029	.017	.045	.027
SI				.716	.069	**.0736**	.693	.080	**.713**
RM							.036	.065	**.046**
R	.336			.784			.785		
R^2	.113			.615			.617		
Adj R^2	.092			.601			.598		
$\Delta \boldsymbol{R^2}$	.113			.502			.002		
p- value	*p=.070 >.01*			p <.010			*P <.010*		
Dependent Variable: Project Sustainability									

Source: Primary Data, 2025

4.6.5 Stakeholder Involvement and Risk Management

The third hypothesis (H_3) stated that stakeholder involvement has a significant effect on risk management. As shown in Table 4.7 below, this hypothesis was tested using simple linear

regression analysis. The study findings reveal that stakeholder involvement is a significant predictor of risk management (β = 0.546, $p < 0.01$). Also, the (R^2= *0.298, p < 0 .01*) shows that approximately 30% of the total variance in risk management is explained by stakeholder involvement. Based on these results, hypothesis three (H_3) that states that stakeholder involvement is associated with risk management is supported.

Table 4.7: Regression Results- Stakeholder Involvement and Risk Management

	Un Standardized Coefficients B	**SE**	**Standardized Coefficients *β***
Constant	.868	.440	
Stakeholder Involvement	.677	.112	.546
R	.546		
R^2	.298		
Adj R	.290		
p- value	p <.01		
Dependent Variable: Risk Management			

Source: Primary Data, 2025

4.6.6 Mediation Effect of Risk Management in the relationship between Stakeholder Involvement and Project sustainability

The findings reveal that model 1 condition for mediation (stakeholder involvement significantly affect project sustainability) was satisfied (β = .677; LLCI = .453, ULCI = .901; R square = .299; p < 0.01). Thus, changes in stakeholder involvement leads to change in project sustainability hence satisfying the first model condition as indicated in Table 4.8 below. The findings in Table 4.8 also show that model 2 condition for mediation (stakeholder involvement significantly affect risk management) was satisfied (β = .546; LLCI = .454, ULCI = .899; R square = .298; p < 0.01). Based on results in Table 4.8 below, stakeholder involvement is a significant predictor of risk management. Hence, any change in stakeholder involvement cause corresponding change in risk

management. The study results in Table 4.8 also show that model 3 condition for mediation (risk management significantly affect project sustainability) was satisfied (β = .054; LLCI = .005, ULCI = .183; R square = .598; $p < 0.01$). The study results revealed that risk management significantly affect project sustainability. This is because there is no zero value between lower and upper-level confidence interval values.

The study findings also indicated that the subsequent indirect effect on project sustainability is determined by (path a) and (path b). Consequently, (path c') indicated that when we control for the mediator (risk management), the direct effect of stakeholder involvement on project sustainability reduced from (β = .667, $p < 0.01$) to (β = .613; $p < 0.01$) but remained positive and significant. The mediation results therefore indicated that the effect of stakeholder involvement on project sustainability reduced but remained significant confirming partial mediation. Consequently, the study findings indicate that risk management partially mediates the relationship between stakeholder involvement and project sustainability.

Table 4. 8: Mediation results

Model	Variables	β	p	LLCI	ULCI
Model 1 (c)	Project sustainability Stakeholder Involvement R - .547 R2 - .299	.677	.000	.453	.901
Model 2 (a)	Stakeholder Involvement Risk Management R - .546 R2 - .298	.546	.000	.454	.899
Model 3 (b)	Project sustainability Stakeholder Involvement Risk Management R - .773 R2 - 598	 .613 .0543	 .000 .005	 .553 .005	 .873 .183
	Total effect of X (Stakeholder Involvement**) on Y (project sustainability)** Effect SE p- value LLCI ULCI .667 .045 .000 .453 .901		.000		
	Direct effect of X (Stakeholder Involvement**) on Y (project sustainability)** Effect SE p- value LLCI ULCI .713 .080 .000 .553 .873		.000		
	Indirect effect of X (SI) on Y (PS) Effect SE p- value LLCI ULCI .0368 .054 .009 .006 .147		P <.01		

Source: Primary Data, 2025

4.7 Summary of hypotheses Tested

Table 4.9 Summary of Hypothesis Testing Findings

Hypothesis	Decision
H1: Stakeholder involvement significantly relates to UWEP project sustainability.	Accepted
H2: Stakeholder involvement significantly relates to UWEP project risk management.	Accepted
H3: Risk management significantly relates to sustainability of UWEP project.	Accepted
H4: Risk management has a significant mediating role between stakeholder involvement and sustainability of UWEP project.	Accepted

Source: Author, 2025

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter presents the discussion of findings, the study conclusions, recommendations derived from the study, limitations of the study and areas recommended for further research.

5.1 Discussion of Findings

5.1.1 Stakeholder Involvement and Project Sustainability

The first hypothesis was that stakeholder involvement plays a crucial role in project sustainability. The study findings revealed that involvement of stakeholders significantly leads to project sustainability. Evidence demonstrated in this study is consistent with the recent evidence and is broadly supported by stakeholder and agency theories. The development project have multi-dimensional sustainability (economic, social, and environmental) and is better sustained by direct stakeholder engagement throughout the project cycle. This can be carried out in the form of information sharing means, goal setting, participation, feedback to facilitate the stakeholders to advance ownership, transparency and accountability of project sustainability that are deemed vital after the conclusion of donor or government support.

A number of empirical studies have found that the sustainability of projects can be positively impacted through applying participatory approaches such as engaging community knowledge, developing adaptive learning, and matching interventions with local priorities (Blak et al., 2023; Talan et al., 2024). Studies have shown that participation, feedback, information sharing and joint setting of goals by the project management lead to a project having a better environmental, social and economic performance as teams surface-up locally known information at the start, expectations and mutually owned risk sharing (Blak et al., 2023). A growing body of evidence

on how engagement practices can enhance relevant sustainability-relevant outcomes is also reported in systematic reviews (Talan et al., 2024).

According to Martiny et al. (2024), participatory structures are used to strike a balance between the trade-offs in the triple bottom line of operation; by providing multiple interests in the context of project design and implementation. Furthermore, Mahajan (2023) emphasizes that the feedback cycles among the involved parties and the setting of goals assist the concerned parties to align expectations therefore achieving the sustainability outcomes to the fullest extent and reducing the disagreement to minimum. The results also are correlated with the stakeholder theory that assumes this trend: the more value a project generates to and with the stakeholders involved, the greater the legitimate and long-lasting (durable) social license a project will have, giving the project owners adequate reason to carry on using it. The latest syntheses argue that sustainable strategies mean the purposeful treatment of stakeholders in the context of open information flow, inclusive engagement, and cyclic response to achieve balance between trade-offs in the triple bottom line (Mahajan, 2023; Martiny et al., 2024).

5.1.2 Stakeholder Involvement and Risk Management

The second hypothesis was that the involvement of the stakeholders has significant impact in the management of risk. This hypothesis was supported by the results of this study; thus, showing that stakeholder involvement was an important role in risk management. This result proves the relevance of participatory governance arrangements in the process of risk identification, analysis and minimization at all the phases of the project. Stakeholders, including beneficiaries, community leaders, local governments, and NGOs are at the center of eliminating uncertainties search as technical challenges, limited resources, unpredictable weather patterns, market fluctuations and regulatory changes. Information sharing, goal setting, participation and feedback

allows the project to engage stakeholders so that local knowledge can be used to identify risks in advance, gauge their potential severity, and jointly develop methods to address risks. This aligns with the perspective that participatory strategies not only enhance ownership but also make the organization collectively better able to foresee and deal with risks (Agyemang et al., 2023; Nwachukwu and Osei-Kyei, 2024).

According to the stakeholders' theory, the results are consistent with the principle that projects can only be successful if they take into consideration the interests and contributions of all stakeholders. The inclusion of different actors in the risk identification and analysis process decreases the likeliness of occurrence of risks through the provision of opportunities to identify latent risks that mediate social conflicts, cultural distortions and environmental hazards before they occur. This is in relationship to what Tiwari and Suri (2023) affirmed that the role of inclusive stakeholder involvement is to enhance the resilience of risk registers and occurrences and culminate in proactive risk control strategies that enhance sustainability. It means that in UWEP projects, the women receiving benefits are the same leaders who assist not only in underlining the risks related to operations for example poor repayment and changes in climate but offer solutions that rely on the local realities so as to enhance the sustainability of the project.

The study results are in line with the previous research. Indicatively, Alzahrani and Emsley (2023) revealed that powerful stakeholder engagement mechanisms can also play a major role in enhancing risk identification and response of community-driven projects. In a similar vein, Kabir et al. (2024) argue that the effectiveness of risk management utilized in social development projects improves as the stakeholders are interested in both the analysis and control stages. Stakeholder involvement in the East African has contributed to a stronger resilience of the

recipient projects funded by the donor through incorporating the informal coping practices in official risk management methods (Musa & Gido, 2023).

5.1.3 Risk Management and Project Sustainability

This hypothesis suggests that risk management is a significant predictor of project sustainability. It was seen from the findings that risk management has a great influence on project sustainability. The findings are consistent with an emerging body of empirical evidence in the context of development and organizations (Rodríguez-Rivero et al., 2020; Aghimien et al., 2024). Projects that are able to identify, analyze and control risks efficiently have better chances of surviving shocks to deliver long time goals, particularly where resources are minimal like Uganda (Akhigbe et al., 2024). According to ISO 31000, risk management is not only an invulnerability control agent but a strategy that simplifies value creation, decision-making, and adaptability that are the main factors in achieving sustainable project results (ISO, 2018). The element of proactive risk management in UWEP projects assists to address the risk of poor financing, market uncertainty, and political change hence protects economic and social gains.

In addition, a study of international development ventures in Colombia revealed that deliberate risk management frameworks enhanced the sustained sustainability of further actions, through augmentation of community belief and asset solvency (Acebes et al., 2020). On the same note, Zimbabwean research on sustainable construction projects revealed that risk management behaviors including early detection of hazards, and analyses of life cycles were important in ensuring that projects were economically viable, environmentally friendly, and socially acceptable (Mukonza & Chingarande, 2023).

According to more recent literature, risk management must be aligned with sustainability indicators (Aghimien et al., 2022). To distinguish, Aghimien et al. (2022) created a risk assessment model based on sustainability through Monte Carlo simulation in seeking a leadership in public-private partnership (PPP) and discovered that any lack of risk management had a significant impact on sustainability performance. This demonstrates that risk management is directly underpinned to dimensions of project sustainability like financial sustainability, equity, and environmental sustainability. According to an agency theory, risk management systems eliminate information asymmetries and gains control over opportunistic behaviours by managers and on the other hand, stakeholder theory ensures that there is productive control over risks and this provides stakeholders with the assurance of continuity henceforth ownership and confidence in the resultant outcomes of such a project (Jensen and Meckling, 1976; Freeman, 1984).

These results indicate that it will be vital to institute risk management as part of the governance framework of the UWEP projects in order to ensure their sustainability. Not only project leaders can lower the likelihood of failure by identifying and mitigating systematically risks on the economic, social, and environmental levels, but they can also increase resilience and adaptability. This supports the opinion that sustainable development performance cannot be achieved without strong risk management practices, and hence it cannot be excluded in Uganda and other projects. The identification of risks forms a key role in the sustainability concept as it enables project teams to consider the threats which could undermine the existence of projects over a duration. When such risks as insufficient funding, political intrusion or unstable markets have been laid out in advance, projects will be better placed to implement mitigation measures

that will ensure economic sustainability, e.g. through the diversification of income-generating projects or by pursuing alternative methods of financing the project. This finding echoes Acebes et al. (2020), who hold that developing risk awareness systematically is the cornerstone to developing development projects that are financially viable.

Risk analysis enhances sustainability of a project in the sense that it helps managers to estimate the probabilities and influence of the risks that have been identified and consequently rank the interventions with level of priority. Strong risk assessments will allow projects to allocate resources more effectively, make decisions that are inclusive, and make services available to communities more resilient. This is directly related with social sustainability where communities gain in terms of the constant delivery of services and its fair distribution even in case of uncertainty. Mukonza and Chingarande (2023).

Risk analysis forms part of trust-building with stakeholders, which subsequently enhances better acceptance and long-term community ownership of development initiatives. Risk control on the other hand involves the establishment of suitable measures to counter any risk like contingency planning, monitoring programmes and adjusting measure and control to help deal with any issue when it occurs. Sound control mechanisms prevent environmental degradation, enhance the efficiency of resources and incorporate environmentally sound practices, which support environmental sustainability. Aghimien et al. (2022) also emphasize the role of risk control embedded in sustainability-related risk assessment models to minimize adverse ecological attributes and boost long-term project performance.

The findings of this study are consistent with the agency theory in which risk management minimization of information asymmetries and agency costs via appropriately directed managerial actions can serve to safeguard the long-term interests of project beneficiaries (Jensen and Meckling, 1976). Based on the stakeholder theory, identifying of risks, analysis, and control generate confidence among stakeholders that this project is strong thus inciting trust, involvement of the community, and long-term ownership (Freeman, 1984).

5.1.4 Stakeholder Involvement, Risk Management and Project Sustainability

This hypothesis suggests that the relationship between stakeholder involvement and project sustainability is mediated by risk management. The results of the current study demonstrate that the relationship between stakeholder involvement and project sustainability is partially mediated by risk management that indicates the involvement of stakeholders directly and indirectly through their impact on improving their risk management practices (song, 2025; Xa et al., 2018).

Directly, stakeholder involvement increases the sustainability of the project based on the sharing of information, goal setting, participation, and feedback dimensions to promote long-term project acceptance, community ownership, and responsibility (Ansell and Gash, 2018; Freeman, Harrison and Wicks, 2020). The interested parties have higher chances to protect continuity of projects by ensuring continuity through offering local information, mobilizing, and social inclusiveness. This is also consistent with the stakeholder theory, which stresses that taking the interests of stakeholders into account will result in legitimacy and a sustainable generation of value (Freeman, 1984; Bryson et al., 2015).

The mediation results show that the participation of stakeholders enhances sustainability by influencing the processes involved in the management of risks. Risk identification involves active stakeholder engagement about the identification of the potential operational, social, or other challenges to the functioning (Hillson and Murray-Webster, 2022). Risk analysis participation enables the simultaneous evaluation of the probability of risk occurrence and the magnitude thereof, whereas risk control contributes to contingency planning and monitoring procedures. Participatory risk are therefore a way of enhancing project sustainability and resilience (Aven and Renn, 2019; Osei-Kyei and Chan, 2017).

The partial mediation proposes that stakeholder engagement is sufficient to drive sustainability, but adding structured risk management to it substantially increases the impact. The results of this study are rather consistent with Zekos (2021) who pointed out that stakeholder collaboration boosts the risk-sharing and institutional resilience and that; stakeholder involvement in risk-related decisions suppresses uncertainty and increases longer-term project success (Osei-Kyei and Chan, 2017). The agency theory explains this mediation in which the risk management process lowers the agency costs because it aligns the interests of implementers and stakeholders of a project in areas that mitigate risks to sustainability (Jensen and Meckling, 1976). Moreover, the stakeholder theory asserts that key stakeholders must be engaged in managing the risks to achieve high levels of accountability and collective ownership of sustainable results (Freeman, 1984; Bryson et al., 2015).

5.2 Conclusion

The first research hypothesis was that the stakeholder involvement has a significant effect on the sustainability of projects. This hypothesis was supported by the study results suggesting that direct involvement of the stakeholders by sharing information, goal setting, participation and feedback directly promotes project sustainability. Stakeholder involvement results in ownership, responsibility, alignment of project activities to community requirements, and, consequently, the economic, social and environmental sustainability outcome. This shows that projects will be more likely to deliver sustainable results when the stakeholders are meaningfully involved at various project lifecycle stages. The study, therefore, concludes that the stakeholder involvement improves the project sustainability.

The second hypothesis was that the involvement of stakeholders has a considerable impact on risk management. This hypothesis was supported by results that demonstrated that stakeholder involvement enhances risk management through risk identification, risk analysis, and risk control. Stakeholders will provide vital insights and assets that can be used to treat, test, and preempt any risky aspects in the project. This observation claims the value of unprejudiced participation in proactive risk governance to manifest the risks being appropriately overseen to encourage project sustenance and efficacy. Thus, the research concludes that stakeholder involvement enhances the risk management of a project.

The third hypothesis was that risk management had a significant effect on the sustainability of projects. This hypothesis was confirmed in this study, as the study revealed that project that have powerful risk management cultural feel pricier prepared to attend to economic, social, and environmental sustainability. Projects are able to withstand threats, reduce costs and be continued in the long-term using thorough risk identification, risk analysis, and risk management

methods, thus yielding long-term sustainability results. The research, therefore, concludes that risk management improves the sustainability of a project.

Hypothesis four was whether the relationship between stakeholder involvement and project sustainability is mediated by risk management or not. The results showed a partial mediation effect of stakeholder involvement, which has a direct and an indirect effect on the sustainability of the projects due to providing improvements risk management. The mediation shows that stakeholder involvement not only leads to sustainability in the form of active activity, goal establishment, exchange of information and feedback, but also makes the project more resilient and sustainable, increasing the risk identification, analysis, and control processes. The current research, therefore, concludes that sustainable UWEP project results in Kumi District will not be possible without integrated stakeholder involvement and risk management.

5.3 Recommendations

In line with the finding that stakeholder involvement has a strong influence on project sustainability, it is suggested that UWEP project managers should institutionalize organized information sharing, participatory goal setting, active participation, and feedback mechanisms through the use of a centralized and organized information platform, defined channel of communication and information sharing and conducting regular meetings to discuss the progress of the project. Such practices will increase economic sustainability by matching project work with community priorities, social sustainability by consulting communities on inclusive decision-making, and environmental sustainability by incorporating community voices in resource management and conservation actions.

Since stakeholder involvement plays a significant role in the management of risks, the project must involve stakeholders in risk identification, analysis and control and this is possible through developing a stakeholder engagement plan, identify and analyze stakeholders early, and tailor communication and opportunities to their interests. Therefore training and capacity building programs to empower the stakeholders to make effective contributions to risk governance must be employed by the managers of UWEP projects. This involvement makes sure that key risks are predicted and avoided to increase the sustainability of a project and its capacity to reach its targeted goals.

Along with the study finding that risk management plays an important role in predicting the sustainability of the project, we can recommend that UWEP projects must implement sound risk management models such as robust governance structures, sound board of governance and defined risk and comprehensive data that include systematic identification of risks, comprehensive analysis and application of control action plans. An approach that combines these processes will enable projects to protect the resources and ensure continuity in operations and enhance sustainability outcomes through economic, social, and environmental facets.

5.4 Limitations and Recommendations for Further Study

This research design adopted was cross-sectional which gathers information on variables only at a given time, and hence it is not easy to determine causal relationships among variables. In order to overcome this limitation and to increase the generalizability of the results, the study guaranteed a representative sample of UWEP projects in Kumi District and applied rigorous statistical testing in terms of correlation, regression, and mediation analysis. However, longitudinal design may be considered to follow variation in stakeholder participation, risk

management, and sustainability results throughout time that can decompose the causes and effects of change in subsequent studies.

The study relied on self-administered questionnaires that can also cause response bias such as social desirability or recall bias. To deal with this limitation, the study ensured anonymity and confidentiality; the research question was developed carefully to limit ambiguity and there was a pilot study carried out to fine-tune the questionnaire to make it clear and reliable. The results are questionable when it comes to objective attributes of project sustainability as they rely on respondent perceptions. Future research may aim to use mixed-method methods that merge qualitative interview and field observations to triangulate the results, provide more depth of analysis, and focus on other contextual factors affecting stakeholder involvement, risk management, and project sustainability elsewhere or in other industries.

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Appendix 1: Research Instrument

Questionnaire

Dear Respondent,

I am an MBA student at Busitema university. As one of the requirements to complete the course, I am conducting a study entitled, *"Stakeholder Involvement, Risk Management and Sustainability of Development Project: A Case Study of UWEP Project in Kumi District".* You have been selected as one of the resourceful persons to participate in this study. All responses obtained will be strictly used for academic purposes and will be treated with anonymity and utmost confidentiality. You are requested to answer the questions as honestly as possible to facilitate reliable conclusions and recommendations.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

For all the questions in this section, you are requested to tick the option that best describes you.

Section A: Respondents Characteristics

Q1. What is your age bracket?

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

Q2. What is your highest level of education?

Certificate	Diploma	Undergraduate Degree	Masters Degree	Others (specify)
1	2	3	4	5……

Section B: UWEP Project Characteristics

Q1. What is the sector where project belongs?

Production	Trade and Commerce	Others (Specify) ……..
1	2	3

Q2. How long has this project been in existence?

Less than 1 year	1-2 years	3-5 years	6+ years
1	2	3	4

NAME OF PROJECT: ……

SECTION C, D and E:

Under this section, the researcher is interested in ascertaining information on stakeholder involvement, risk management 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 C: STAKEHOLDER INVOLVEMENT

	STATEMENT	**SD**	**D**	**NS**	**A**	**SA**
	Information Sharing					
IFS1	Project information is regularly shared with all stakeholders.	1	2	3	4	5
IFS2	Stakeholders receive timely updates about project progress.	1	2	3	4	5
IFS3	Information shared is relevant and easy to understand.	1	2	3	4	5
IFS4	There is transparency in sharing financial reports.	1	2	3	4	5
IFS5	Communication channels between stakeholders are effective.	1	2	3	4	5
IFS6	Stakeholders are informed of changes in project plans.	1	2	3	4	5
	Goal Setting					
GLS1	Stakeholders are involved in setting project objectives.	1	2	3	4	5
GLS2	Community needs are considered in goal-setting.	1	2	3	4	5
GLS3	Project goals are clearly communicated to all stakeholders.	1	2	3	4	5
GLS4	Stakeholders have an opportunity to influence project priorities.	1	2	3	4	5
GLS5	UWEP officials facilitate joint planning sessions with beneficiaries.	1	2	3	4	5
	Participation					
PAT1	Stakeholders actively participate in project implementation.	1	2	3	4	5
PAT2	Community members are involved in key project decisions.	1	2	3	4	5
PAT3	Stakeholder contributions are valued.	1	2	3	4	5
PAT4	Meetings are held at times that accommodate most stakeholders.	1	2	3	4	5
PAT5	UWEP encourages beneficiaries to take ownership of projects.	1	2	3	4	5
PAT6	There are structured forums for stakeholder engagement.	1	2	3	4	5
PAT7	Participation levels are consistent throughout project stages.	1	2	3	4	5
	Feedback					
FBK1	There is a mechanism for collecting stakeholder feedback.	1	2	3	4	5
FBK2	Feedback is acknowledged and responded to in a timely manner.	1	2	3	4	5
FBK3	Stakeholders feel free to express dissatisfaction.	1	2	3	4	5
FBK4	Beneficiaries are asked to evaluate project performance.	1	2	3	4	5
FBK5	There is follow-up on concerns raised by stakeholders.	1	2	3	4	5

SECTION D: RISK MANAGEMENT

	STATEMENT	**SD**	**D**	**NS**	**A**	**SA**
	Risk Identification					
RID1	Project teams identify potential risks early in the project.	1	2	3	4	5
RID2	Community members are consulted in identifying project risks.	1	2	3	4	5
RID3	Risk assessment is done before project implementation.	1	2	3	4	5

RID4	Environmental and social risks are considered during planning.	1	2	3	4	5
RID5	Our project has risk identification guidelines.	1	2	3	4	5
	Risk Analysis					
RAN1	Identified risks are analyzed for their likelihood and impact.	1	2	3	4	5
RAN2	Risk assessments are part of regular project reviews.	1	2	3	4	5
RAN3	Risks are prioritized based on severity.	1	2	3	4	5
RAN4	Project team members are trained in basic risk analysis methods.	1	2	3	4	5
RAN5	Mitigation plans are developed based on risk analysis.	1	2	3	4	5
	Risk Control					
RIC1	Measures are in place to mitigate major project risks.	1	2	3	4	5
RIC2	Contingency plans are developed for anticipated risks.	1	2	3	4	5
RIC3	There is budget allocation for risk response.	1	2	3	4	5
RIC4	Risk control strategies are reviewed periodically.	1	2	3	4	5
RIC5	There are monitoring mechanisms to track emerging risks.	1	2	3	4	5
RIC6	Risk control actions are clearly documented and communicated.	1	2	3	4	5

SECTION E: PROJECT SUSTAINABILITY

	STATEMENT	**SD**	**D**	**N**	**A**	**SA**
	Environmental Sustainability					
ANS1	The project avoids harm to the natural environment.	1	2	3	4	5
ANS2	Waste from the project is properly managed.	1	2	3	4	5
ANS3	Natural resources are used responsibly in the project.	1	2	3	4	5
ANS4	The project promotes environmentally friendly practices.	1	2	3	4	5
ANS5	Training is provided on environmental conservation.	1	2	3	4	5
ANS6	The project promotes awareness of environmental issues.	1	2	3	4	5
	Economic Sustainability					
ECS1	The project generates income for beneficiaries.	1	2	3	4	5
ECS2	Project benefits continue after funding ends.	1	2	3	4	5
ECS3	There is a plan for financial self-reliance.	1	2	3	4	5
ECS4	Project outcomes lead to improved household income.	1	2	3	4	5
ECS5	Beneficiaries are trained in income-generating skills.	1	2	3	4	5
ECS6	Market access is facilitated for project products/services.	1	2	3	4	5
ECS7	UWEP projects link women to other financial services.	1	2	3	4	5
ECS8	Projects are designed to be cost-effective and scalable.	1	2	3	4	5
	Social Sustainability					
SOS1	The project promotes social inclusion and equity.	1	2	3	4	5
SOS2	Community cohesion has improved due to the project.	1	2	3	4	5
SOS3	The project strengthens relationships among local actors	1	2	3	4	5
SOS4	Women's participation in decision-making has increased.	1	2	3	4	5
SOS5	The project addresses community-prioritized needs.	1	2	3	4	5
SOS6	Project benefits are equitably distributed among beneficiaries.	1	2	3	4	5
SOS7	Stakeholders are empowered through project activities.	1	2	3	4	5

Thank You for your consideration to participate in the study

Appendix II: Krejcie and Morgan (1970) table of sample size determination

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	**351**
35	**32**	150	**108**	360	**186**	1100	**285**	5000	**357**
40	**36**	160	**113**	380	**181**	1200	**291**	6000	**361**
45	**40**	180	**118**	400	**196**	1300	**297**	7000	**364**
50	**44**	190	**123**	420	**201**	1400	**302**	8000	**367**
55	**48**	200	**127**	440	**205**	1500	**306**	9000	**368**
60	**52**	210	**132**	460	**210**	1600	**310**	10000	**373**
65	**56**	220	**136**	480	**214**	1700	**313**	15000	**375**
70	**59**	230	**140**	500	**217**	1800	**317**	20000	**377**
75	**63**	240	**144**	550	**225**	1900	**320**	30000	**379**
80	**66**	250	**148**	600	**234**	2000	**322**	40000	**380**
85	**70**	260	**152**	650	**242**	2200	**327**	50000	**381**
90	**73**	270	**155**	700	**248**	2400	**331**	75000	**382**
95	**76**	270	**159**	750	**256**	2600	**335**	100000	**384**

Krejcie and Morgan (1970).

Note: “N” is population size

“S” is sample size.

Appendix III: UWEP Projects in Kumi District

Sn	Group Project Name	Village	Parish	Subcounty	Year	Project sector
1	Akibui Produce Buyers Womens Group	Atutur	Akibui	Akibui	2017-2018	Agricultural Produce
2	Apapai United Womens Group	Atutur	Oswapai	Apapai	2017-2018	Agricultural Produce
3	Ariet Produce Buyers Womens Group	Atutur	Ariet	Ariet	2017-2018	Agricultural Produce
4	Kalungar Retailors Women Group	Atutur	Kalungar	Kapokin	2017-2018	Agricultural Produce
5	Ocagoro Womens group	Atutur	Ariet	Ocagoro	2017-2018	Agricultural Produce
6	Ogoloi Womens Group	Atutur	Akibui	Ogoloi	2017-2018	Agricultural Produce
7	Aitaritoi Business Womens Group	Atutur	Akalabai	Akalabai	2017-2018	Agricultural Produce
8	Apuda Womens Group	Atutur	Akalabai	Apuda	2017-2018	Agricultural Produce
9	Pole Pole Womens Group	Atutur	Atutur	Orapada	2017-2018	Agricultural Produce
10	Aitiji Ican Acuna Women's Group	Atutur	Orapada	Orapada	2019-2020	Agricultural Produce
11	Ebumakinos Womens Group	Atutur	Apapai	Oswapai	2019-2020	Agricultural Produce
12	Asianut Womens Group	Atutur	Ariet	Ariet	2019-2020	Agricultural Produce
13	Go Down Womens group	Atutur	Atutur	Orapada	2019-2020	Agricultural Produce
14	Owino Womens Business Group	Atutur	Ariet	Ariet	2023-2024	Agricultural Produce
15	Kongoliarai Iso Women's Development Group	Atutur	Akalabai	Akalabai	2023-2024	Sheep Rearing
16	Ocagoro Women in Development Group	Atutur	Ocagoro	Ocagoro	2023-2024	Agricultural Produce
17	California Tailoring Group	Atutur	Ariet	Ariet	2023-2024	Tailoring & Textile Designing
18	Akadot Abecon Women's Group	Kadami	Akadot	Akadot	2016-2017	Agricultural Produce
19	Kabukol Aicasit Women's Group	Kadami	Kabukol	Kabukol	2016-2017	Agricultural Produce
20	Acila Kide Womens Group	Kadami	Akadot	Akadot	2019-2020	Agricultural Produce
21	Kabukol Bull Fattening group	Kadami	Osopotoit	Kabukol	2020-2021	Agricultural Produce
22	Kabukol Womens Group	Kadami	Osopotoit	Kabukol	2020-2021	Agricultural Produce
23	Akukuranut Women's Group	Kadami	Kabukol	Kabukol	2022-2023	Livestock
24	God's Grace Women's Group	Kadami	Kachaboi	Kachaboi	2022-2023	Livestock
25	Apolo Women's Group	Kadami	Kaderin	Kaderin	2023-2024	Cattle Rearing
26	Kakures Komolo Womens Group	Kakures	Kakures	Kakures	2017-2018	Agricultural Produce
27	Okunguro Kakures Womens Group	Kakures	Kakures	Kakures	2017-2018	Agricultural Produce
28	Ajokis Edeke Womens Group	Kakures	Kakures	Kituba	2020-2021	Cattle Trade
29	Aipecitoi Women's Group	Kakures	Onyakelo	Onyekelo	2016-2017	Agricultural Produce
30	Step by Step Womens Group	Kakures	Onyakello	Adodoi	2017-2018	Agricultural Produce
31	Kakures Silver Fish Women's Group	Kakures	Kakures	Kakures	2023-2024	Fish Buying & Selling
32	Madang Step by Step Women's Group	Kakures	Madang	Madang	2023-2024	Sheep Rearing

33	Okukunyai Women Emancipation Group	Kakures	Okukunyai	Okukunyai	2023-2024	Sheep Rearing
34	Katilekori St. Philip C.O.U	Kamacha	Ojie	Kamunyumbi	2016-2017	Fish buying/selling
35	Aikeun sheep Buying & selling Womens Group	Kamacha	Olumot	Olumot	2017-2018	Sheep buying/selling
36	Kamacha womens Group	Kamacha	Kamacha	Kamacha	2019-2020	Agricultural Produce
37	Adodoi Aipecitoi Women's Group	Kamacha	Kamacha	Adodoi	2019-2020	Agricultural Produce
38	Abyong Womens Effort Group	Kamacha	Olumot	Olumot	2020-2021	Agricultural Produce
39	Kamacha Peace & Unity Womens Grp	Kamacha	Kamacha	Kamacha	2020-2021	Agricultural Produce
40	Oyuunai Women's Group	Kanapa	Obotia	Totolim	2017-2018	Agricultural Produce
41	Kanapa Women's Group	Kanapa	Kanapa	Kanapa	2017-2018	Agricultural Produce
42	Aipecitoi Womens Group - Kanapa	Kanapa	Kanapa	Kanapa	2019-2020	Agricultural Produce
43	Aimorikikina Womens Group	Kanapa	Kodukol	Kacherede	2019-2020	Agricultural Produce
44	Okutunai Womens Savings group	Kanapa	Kanapa	Kanapa	2020-2021	Agricultural Produce
45	Ongolekinai Womens group	Kanapa	Kanapa	Oduoro	2020-2021	Agricultural Produce
46	Asianut Women's Group Totolim	Kanapa	Totolim	Totolim	2021-2022	Fish buying/selling
47	Akimeng Women's Group Obotia	Kanapa	Obotia	Akimeng	2021-2022	Sheep Rearing
48	Einer Kaswam Women Group Kangole	Kanapa	Kangole	Kangole	2021-2022	Sheep Rearing
49	Okaribwok Women's Group Kanapa	Kanapa	Kanapa	Kanapa	2021-2022	Piggery
50	Aibumakina Women's Group Kocopo	Kanapa	Kocopo	Kocopo	2021-2022	Sheep Rearing
51	Elgon Women's Group Kocopo	Kanapa	Kocopo	Kocopo	2021-2022	Piggery
52	Kingarakina Women's Group Totolim	Kanapa	Totolim	Totolim	2021-2022	Sheep Rearing
53	Akwenyutu Women's Group Awadat	Kanapa	Totolim	Awadat	2022-2023	Sheep Rearing
54	Aitee Ngaren Women's Group	Kanapa	Kongura	Kongura	2022-2023	Sheep Rearing
55	Aibumakina Women's Group	Kanapa	Kocopo	Kopucakan	2022-2023	Livestock
56	Asianut Women's Group	Kanapa	Kanapa	Oduoro	2023-2024	Sheep Rearing
57	Kongolekinai Women's Group	Kanapa	Kanapa	Oduoro	2023-2024	Sheep Rearing
58	Olimai Mothers Union	Kanyum	Olimai	Olimai	2016-2017	Bakery
59	Apolo Nangor Women's Group	Kanyum	Kajamaka	Kajamaka	2016-2017	Agricultural Produce
60	Kabwele Elevation Group	Kanyum	Kabwele	Akisim	2017-2018	Fish selling
61	Aitiji Ican Women's Group	Kanyum	Olimai	Odotuno	2017-2018	Agricultural Produce
62	Kanyum Women Savings Group	Kanyum	Olimai	Odotuno	2017-2018	Sheep buying & selling
63	Atamakin Omurang Kajamaka W Grp	Kanyum	Omurang	Omurang	2019-2020	Agricultural Produce
64	Aitiji Ican Kasalo Women's Group	Kanyum	Asalo	Ariet	2019-2020	Agricultural Produce
65	Hamuka Ju Womens Group	Kanyum	Ajuket	Ajuket	2019-2020	Agricultural Produce
66	Ororukai Women Savings Group	Kanyum	Ajuket	Ajuket	2020-2021	Agricultural Produce
67	Asalo Egangakinos Women's Group	Kanyum	Ariet	Asalo	2021-2022	Agricultural Produce
68	Olimai Aica Women's Group	Kanyum	Olimai	Olimai	2021-2022	Agricultural Produce

69	Ocor Egolet Aikeun Aila Women's Grp	Kanyum	Ariet	Ariet	2021-2022	Agricultural Produce
70	Omurang Aipecitoi Women's Group	Kanyum	Omurang	Omurang	2021-2022	Agricultural Produce
71	Omurang Alosit Mot-mot Women's Group	Kanyum	Omurang	Omurang	2021-2022	Agricultural Produce
72	Olimai Aitaritoi Women's Group	Kanyum	Olimai	Odotuno	2021-2022	Agricultural Produce
73	Ajuket Pioneer Women's Group	Kanyum	Ajuket	Ajuket	2021-2022	Bull Fattening
74	Kajamaka Omurang Women's Group	Kanyum	Omurang	Omurang	2022-2023	Agricultural Produce
75	Kanyum United Womens Group-Kodocha	Kanyum	Ajuket	Kodocha	2022-2023	Bull Fattening
76	Ariet Apadei Women's Group	Kanyum	Ariet	Omerikori	2022-2023	Agricultural Produce
77	Nabioto Women's group	Kanyum	Asalo	Nabioto	2022-2023	Agricultural Produce
78	Kamyum Women and Widows Group	Kanyum TC	Okeito	Ongario	2016-2017	Agricultural Produce
79	Kanyum Women Dev't Group	Kanyum	Kanyum	Kanyum	2017-2018	Selling of clothes
80	Kanyum HIV Clients Association	Kanyum TC	Kanyum	Kanyum	2017-2018	Agricultural Produce
81	Oput Aipecitoi Womens Group	Kanyum TC	Kanyum	Kanyum	2017-2018	Sheep buyying
82	Kogil Womens Group	Kanyum TC	Kogili	Kogili	2019-2020	Agricultural Produce
83	Ariet Older Womens Group	Kanyum TC	Kanyum	Kanyum	2020-2021	Agricultural Produce
84	Kacha Akukuranut Women's Group	Kanyum TC	Kacha	Kacha	2021-2022	Agricultural Produce
85	Kanyum Aipecitoi Development Farmers Group	Kanyum TC	Kanyum	Oput	2021-2022	Agricultural Produce
86	Oput Eketakinos Womens group	Kanyum TC	Oput	Oput	2021-2022	Agricultural Produce
87	Otaaba Asianut Women's group	Kumi	Kumi	Otaaba	2016-2017	Agricultural Produce
88	Einer Ka Aswam Womens Group	Kumi	Oogoria	Oogoria	2016-2017	Agricultural Produce
89	Omatenga Farmers Women's group	Kumi	Omatenga	Omatenga	2016-2017	Agricultural Produce
90	Olupe Women Enterprise Eradication Group	Kumi	Olupe	Olupe	2017-2018	Produce Buying
91	Ekeunos Womens Group Oosion	Kumi	Olupe	Oosion	2017-2018	Cattle/Goats/ sheep
92	Einer Aswam Savings Womens Group	Kumi	Agule	Agule	2017-2018	Agricultural Produce
93	Asinge PAG Women Orange Growers	Kumi	Asinge	Asinge	2017-2018	Agricultural Produce
94	Aimorikikina Womens Group	Kumi	Agule	Agule	2017-2018	Agricultural Produce
95	Einer Ka Aswam	Kumi	Oogoria	Oogoria	2019-2020	Agricultural Produce
96	Aipecitoi Womens Association	Kumi	Asinge	Ngabet	2019-2020	Agricultural Produce
97	Einer Aswam Womens Group	Kumi	Asinge	Ngabet	2019-2020	Agricultural Produce
98	Asianut Women Goat Trade	Kumi	Kumi	Kumi	2019-2020	Livestock
99	Moru Asianut Women Cattle Trade	Kumi	Oogoria	Moru	2021-2022	Cattle Trade
100	Okichira Women Poultry Project	Kumi	Agolitom	Okichira	2021-2022	Agricultural Produce
101	Oogoria Heifer Project	Kumi	Oogoria	Moru	2021-2022	Agricultural Produce
102	Kumi Rural Bull Fattening Association	Kumi	Kumi	Kumi	2021-2022	Agricultural Produce
103	Okomion Women Produce Dealers	Kumi	Agule	Okomion	2021-2022	Agricultural Produce

104	Ebumakinos Women Group	Kumi	Agolitom	Agolitom	2023-2024	Agricultural Produce
105	Asinge P.A.G Women Orange Growers	Kumi	Asinge	Asinge	2023-2024	Agricultural Produce
106	Ajesa Women Cattle Traders	Kumi	Omatenga	Ajesa	2023-2024	Livestock
107	Opeduru Women's Group Kabura	Mukongoro	Ogosoi	Kabura	2016-2017	Livestock Trade
108	Ogasian Women's group	Mukongoro	Oladot	Oladot	2016-2017	Agricultural Produce
109	Oleicho Women's group	Mukongoro	Oleicho	Oleicho	2016-2017	Agricultural Produce
110	Aberuna jokan women's Group	Mukongoro	Osopotoit	Osopotoit	2016-2017	Fish buyingselling
111	Aitaritoi Women's Group-Kabukol***	Mukongoro	Kabukol	Kabukol	2017-2018	Agricultural Produce
112	Opeduru Womens Group	Mukongoro	Ogosoi	Kabura	2019-2020	Agricultural Produce
113	Kakugulu Womens Group	Mukongoro	Ogosoi	Kabura	2019-2020	Livestock
114	Oleicho Womens Group	Mukongoro	Oleicho	Oleicho	2019-2020	Agricultural Produce
115	Osopotoit Womens Group	Mukongoro	Osopotoit	Osopotoit	2020-2021	Agricultural Produce
116	Ourukai Amora Ican Womens Group	Mukongoro	Osopotoit	Osopotoit	2020-2021	Agricultural Produce
117	Osopotoit Retail womens Group	Mukongoro	Osopotoit	Osopotoit	2021-2022	Agricultural Produce
118	Osopotoit Apecitoi Tailoring womens Group	Mukongoro	Osopotoit	Osopotoit	2021-2022	Tailoring & textile designing
119	Kakorokoron Akukuranut Womens Groups	Mukongoro	Oleicho	Apuwai	2016-2017	Agricultural Produce
120	Grace of God Women's Group	Mukongoro TC	Mukongoro	Mukongoro	2016-2017	Livestock Trade
121	Kajamaka Dam Alakara Women's Group	Mukongoro	Kajamaka	Omusio	2017-2018	Cattle/Goat Butchery
122	Acaapa Womens Group	Mukongoro	Mukongoro	Acaapa	2017-2018	Cattle trade
123	Omerein Womens Group	Mukongoro TC	Omerein	Omerein	2017-2018	Agricultural Produce
124	Mukongoro TC Womens Group	Mukongoro TC	Mukongoro	Mukongoro	2019-2020	Livestock
125	Ainapara Womens Group	Mukongoro TC	Mukongoro	Mukongoro	2019-2020	Agricultural Produce
126	Apoloto Women's Group	Mukongoro TC	Kajamaka	Kajamaka	2019-2020	Agricultural Produce
127	Moru Aipecitoi Womens Group	Mukongoro TC	Mukongoro	Mukongoro	2020-2021	Agricultural Produce
128	Mukongoro B Women's Group	Mukongoro TC	Mukongoro	Mokongoro	2020-2021	Cattle Trade
129	Kalapata Women's Farmers Group	Nyero	Kalapata	Kalapata	2016-2017	Agricultural Produce
130	Atamit Women's Group	Nyero	Kodike	Kodike	2016-2017	Livestock Trade
131	Apeduru Women's Group	Nyero	Agurut	Olilim	2016-2017	Agricultural Produce
132	Aitiji Ican Women's group	Nyero	Ariet	Ariet	2016-2017	Agricultural Produce
133	Kanyaga United Womens group	Nyero	Agurut	Agurut	2017-2018	Agricultural Produce
134	Emonoto Etoploto Ikalia	Nyero	Ariet	Omatakiria	2019-2020	Agricultural Produce
135	Moru Ikara Womens Group	Nyero	Moruita	Moru Ikara	2019-2020	Agricultural Produce
136	Kanyanga United Women's Group	Nyero	Agurut	Agurut	2021-2022	Sheep Rearing
137	Aitiji Ican Women's Group	Nyero	Ariet	Ariet	2021-2022	Agricultural Produce
138	Apol Itei Ngaren Women's Group	Nyero	Ariet	Omatakiria	2021-2022	Agricultural Produce
139	Moruita Aputiput Women's Group	Nyero	Moruita	Moruita	2021-2022	Agricultural

						Produce
140	Hands of Grace Women's Group	Nyero	Agurut	Agurut	2021-2022	Sheep Rearing
141	Okukuro Women Produce Dealers	Nyero	Moruita	Moruita	2021-2022	Agricultural Produce
142	Aipecitoi Women's Group-Aputiput Moruita	Nyero	Moruita	Aputiput	2022-2023	Sheep Rearing
143	Omatakiria Aitengaren Women's Group	Nyero	Omatakiria	Omatakiria	2023-2024	Sheep Rearing
144	Ndeleya Women's Group	Nyero	Olilim	Olilim	2023-2024	Sheep Rearing
145	Atamakinet Women's Group	Nyero TC	Nyero	Nyero	2016-2017	Livestock Trade
146	Kees Kuju Akukuranut Womens Group	Nyero TC	Koidike	Kees	2017-2018	Poultry
147	Oripanya Akukuranut Womens Group	Nyero TC	Nyero	Obosoi	2017-2018	Agricultural Produce
148	Itudai Womens Group	Nyero TC	Nyero	Nyero	2017-2018	Agricultural Produce
149	Aleluyah Women's Group	Nyero TC	Kodike	Kodike	2021-2022	Agricultural Produce
150	Jerusalem Women's Group	Nyero TC	Nyero	Nyero	2021-2022	Livestock
151	God's Will Womens Group	Nyero TC	Nyero	Nyero	2021-2022	Sheep Rearing
152	Nyero T/C Market Vendors Women's Group	Nyero TC	Nyero	Nyero	2022-2023	Agricultural Produce
153	Nyero Cattll Fattening Women's Group	Nyero TC	Nyero	Nyero	2022-2023	Bull Fattening
154	Nyero Cattle Keeping Womens Group	Nyero TC	Nyero	Nyero	2022-2023	Cattle Rearing
155	Akukuranut Women's group	Nyero	Aligoi	Aligoi	2016-2017	Agricultural Produce
156	Apetori Ican Awai	Ogooma	Ogooma	Auruku Ominai	2017-2018	Agricultural Produce
157	Atamakisi Women's Group Kamenya	Ogooma	Kamenya	Kamenya	2017-2018	Turkeys
158	St. Marys Okwii Womens Group	Ogooma	Ogooma	Ogooma	2019-2020	Agricultural Produce
159	Aligoi Aitiji Ican Savings & Credit WG	Ogooma	Aligoi	Aligoi	2019-2020	Agricultural Produce
160	Odipai Women In Need Group	Ogooma	Odipai	Katekwa	2019-2020	Agricultural Produce
161	Einer Kaswam Women Farmers' Grp	Ogooma	Ogooma	Ogooma	2021-2022	Agricultural Produce
162	Odipai Women's Tailoring Group	Ogooma	Odipai	Odipai	2022-2023	Tailoring and textile designing
163	Alemar Ican Awai Women's Group	Ogooma	Aligoi	Aligoi	2022-2023	Agricultural Produce
164	Aiyalama Women's Group Aguba	Ogooma	Ominai	Atek	2022-2023	Sheep Rearing
165	Okutunai Women's Group	Ongino	Oseera	Aaduka	2016-2017	agricultural Produce
166	Aikeun Okalia Womens Group	Ongino	Kapolin	Kareu	2016-2017	Agricultural Produce
167	Obeler Women's Group	Ongino	Ceele	Ceele	2016-2017	Agricultural Produce
168	Ikeunai Women's Group	Ongino	Kachelakweny	Kachelakweny	2016-2017	Agricultural Produce
169	Aakum United Womens Group	Ongino	Aakum	Kabwangasi	2017-2018	Agricultural Produce
170	Aikeun Women's Group	Ongino	Kachaboi	Kachaboi	2017-2018	Agricultural Produce
171	Edeke Bon Ejok Apuser Women's Group	Ongino	Ceele	Ceele	2017-2018	Agricultural Produce
172	Jamita Womens Group	Ongino	Kachaboi	Kachaboi	2017-2018	Agricultural Produce
173	Elgon Womens Group	Ongino	Kachaboi	Kachaboi	2017-2018	Agricultural Produce

174	Obeler Womens Group	Ongino	Ceele	Ceele	2019-2020	Agricultural Produce
175	Aite-Ngaren Women HIV/AIDS Group	Ongino	Aakum	Akuoro	2019-2020	Agricultural Produce
176	Atamata Ber Womens group	Ongino	Kapolin	Munyul	2019-2020	Agricultural Produce
177	Aikeun Okalia Womens Group 2	Ongino	Kapolin	Kareu	2020-2021	Agricultural Produce
178	Aakum United Women's Group	Ongino	Kabwangasi	Kabwangasi	2022-2023	Agricultural Produce
179	Kachaboi Kaloto Akonye	Ongino	Kachaboi	Kachaboi	2022-2023	Agricultural Produce
180	Angopet Women's Group	Ongino	Kachaboi	Kacherede	2022-2023	General Merchandise
181	Ebumainos Women's Group - Akworo	Ongino	Kabwangasi	Akuworo	2022-2023	Agricultural Produce
182	Kitonyounai Women's Group	Ongino TC	Kapasak	Kapasak	2016-2017	Agricultural Produce
183	Aipecitoi Womens Group - Kapasak	Ongino TC	Kapasak	Akuoro	2019-2020	Agricultural Produce
184	Rwatam Emorikikinos Women's Saving & Sheep Rearing Group	Ongino TC	Okota Ward	Rwatam	2022-2023	Sheep Rearing
185	Amuria United Women Savings and Credit Group	Ongino TC	Amuria	Amuria	2022-2023	Sheep Rearing
186	Ongino Oduka United Womens Group	Ongino TC	Ongino	Oduka	2022-2023	Sheep Rearing
187	Okota Women Saving and Sheep Rearing Group	Ongino TC	Okota	Okota	2022-2023	Sheep Rearing
188	Ingarakinai Women's Group	Tisai	Akide	Akide	2016-2017	Agricultural Produce
189	Aiitun Womens Group	Tisai	Asinge	Asinge	2016-2017	Mushroom Growing
190	Ekeunos Womens Group	Tisai	Tisai	Tisai	2017-2018	Agricultural Produce
191	Igangainai Women's Group	Tisai	Tisai	Acera	2017-2018	Agricultural Produce
192	Atamit Womens group	Tisai	Akide	Akide	2019-2020	Agricultural Produce