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## **Assessing Stakeholder Management in Project Completion: A Case Study of Kanyama Sanitation and Water Supply Project**

<sup>1</sup> Alex H Mwilenga, <sup>2</sup> Dr. Kelvin Chibomba

<sup>1,2</sup> School of Humanities and Social Sciences, Information and Communication University, Lusaka, Zambia

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Corresponding Author: Alex H Mwilenga

### **Abstract**

This thesis investigates the pivotal role of stakeholder management in the successful completion of the Kanyama Sanitation and Water Supply Project in Lusaka, Zambia. Despite significant investments in water and sanitation initiatives, many projects fail to meet their objectives due to inadequate stakeholder engagement. This research aims to assess how effective stakeholder management can enhance project outcomes by identifying engagement strategies that foster community participation and address stakeholder concerns. Effective stakeholder management begins with the accurate identification and classification of stakeholders. The research emphasizes that understanding the interests, influence, and needs of various stakeholders is crucial for tailoring engagement strategies. Stakeholders, including community members, government agencies, NGOs, and project managers, must be actively involved throughout the project lifecycle to foster a sense of ownership and commitment to the project's goals. The study employs a qualitative methodology, utilizing interviews and surveys with various stakeholders involved in the Kanyama project, including community members, government officials, NGOs, and project managers. Through this approach, the research seeks to uncover the dynamics of stakeholder influence and engagement throughout the project lifecycle. The implications of this research extend beyond Kanyama, offering a framework for improving stakeholder management practices in similar contexts across Zambia and

other developing regions facing water-related challenges. Ultimately, this study advocates for a comprehensive approach to stakeholder management that prioritizes community involvement throughout the project lifecycle, thereby ensuring more effective and sustainable outcomes in water and sanitation initiatives. Based on the conclusions drawn from this study, several recommendations can be made for future water and sanitation projects; and may include among others, (i). Enhance Training Programs: Implement capacity-building initiatives to equip community members with the skills necessary for managing water supply systems effectively. (ii). Develop Comprehensive Engagement Plans: Create detailed stakeholder engagement plans that outline strategies for communication, consultation, and collaboration throughout the project lifecycle. (iii). Allocate Resources for Engagement Activities: Ensure adequate funding is allocated for outreach efforts to engage stakeholders effectively, particularly in resource-constrained environments. (iv). Foster Collaborative Partnerships: Encourage partnerships between government agencies, NGOs, and community organizations to leverage resources and expertise for better project outcomes. The implications of this research, therefore, extend beyond Kanyama, suggesting that effective stakeholder management practices can be applied to similar contexts across Zambia and other developing regions facing water-related challenges.

**Keywords:** Stakeholder, Sanitation, Water Supply, Completion, Stakeholder Management, Community Ownership, Partnership, Stakeholder Engagement, Participatory Communication, Private Sector Partners

### **1. Introduction**

This thesis investigates the pivotal role of stakeholder management in the successful completion of the Kanyama Sanitation and Water Supply Project in Lusaka, Zambia. Despite significant investments in water and sanitation initiatives, many projects fail to meet their objectives due to inadequate stakeholder engagement. This research aims to assess how effective stakeholder management can enhance project outcomes by identifying engagement strategies that foster community participation and

address stakeholder concerns.

This chapter looked at the background of the study, highlights of the literature review, statement of the problem, objectives of the study, research questions, significance of the study, limitations of the study, definition of terms and scope of the study.

### 1.1 Background

Improvement of water and sanitation services is a global priority for governments and the various organizations that conduct development initiatives, particularly those whose services are focused on these areas. Stakeholders therefore have to be considered since they may affect the project's progress and success in a variety of ways. (Rajeev & Pradeep, 2021) [21]. Project stakeholders consist of both individuals and organizations actively involved in the program or project and maybe affected by the outcomes by the execution or completion (Olander & Landin, 2015) [18]. Drawn to the project with invested interest, stakeholders can reflect influence given their vested interest, stakeholders can exercise influence over the project's objectives and results. To ensure the project's success, the project team must diligently identify and engage all stakeholders, understand their expectations and needs, and effectively manage their influence in alignment with their respective requirements (Irvin & John, 2015). This entails acknowledging and addressing stakeholder concerns and contributions throughout the project's lifecycle to foster positive project results.

To this point, project managers have reported failing in one or more aspects that are necessary for the success of their projects. All project managers have a common hope that their work will one day be finished, but only a minority of them really achieve their goals. Approximately 70% of organizations, according to KPMG research, had at least one project failed in the previous year (Lim, 2020). Only 2.5% of projects were fully successful, according to a PwC study of 10,640 projects (Chohen, 2019)). The remaining 97.5% of organizations either didn't complete the project within the allotted time frame or spent more money than was necessary to do it. Stakeholder management and engagement are vital to project success, according to extensive research on the project's key success elements. Throughout the whole project life cycle, stakeholder engagement is crucial and must never be overlooked (Rajeev & Pradeep, 2021) [21].

Stakeholder theory applies to project management because it helps project managers engage stakeholders and succeed. Stakeholder involvement, particularly during planning and requirement analysis, is crucial to project success. Sharing vision and strategy with stakeholders leverages their information, improving project effectiveness, efficiency, and quality.

### 1.2 Problem Statement

Despite substantial advancements, a considerable number of projects fall short of attaining 90% of their intended goals within the designated implementation timeframes. This holds particularly true for the initiatives implemented by the Lusaka water and sewerage companies, the project funded by World Vision and UNICEF, and the scaling up nutrition initiative. Water and sanitation projects, which continue to hold significant importance, are particularly susceptible to this issue. Project managers in the given domain exhibit a strong motivation to ensure the successful completion of their projects within the designated timeframe and financial

constraints. (Cooke-Davies, 2012). However, there is a need to assess stakeholder management in project completion in ensuring the effectiveness and sustainability of these projects. The research aims to offer valuable insights to project managers, policymakers, and organizations engaged in water and sanitation initiatives by examining the factors that facilitate or impede stakeholder involvement and management in projects.

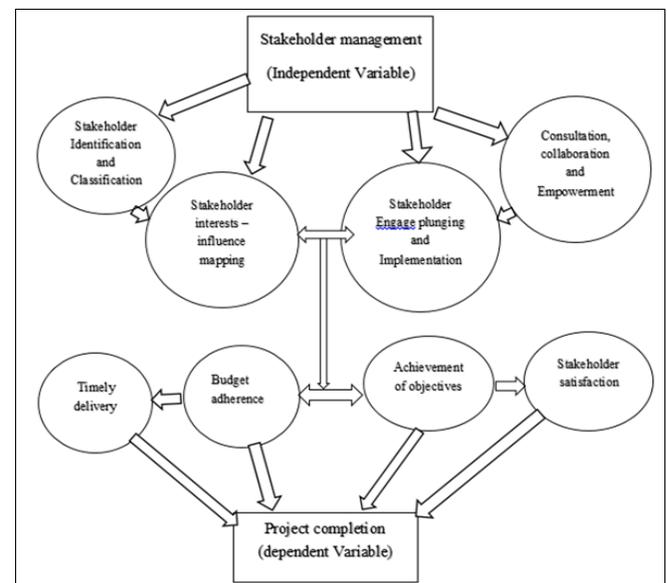
### 1.3 General Objective

To assess stakeholder management in project completion. A case study of Kanyama sanitation and water supply project.

#### 1.3.1 Specific Objectives

1. To establish ways of stakeholder engagement in sanitation and water supply projects.
2. To examine the effectiveness of stakeholder management in sanitation and water supply projects.
3. To determine limitations/barriers in engaging stakeholders in water supply and sanitation project in Kanyama Township.

### 1.4 Conceptual Framework



The conceptual framework outlines the connection between stakeholder management and the completion of the Kanyama Sanitation and Water Supply Project. Stakeholder management is the independent variable, while project completion is the dependent variable.

Independent Variable (Stakeholder Management): Stakeholder management encompasses the identification, analysis, and engagement of stakeholders to ensure their needs and concerns are addressed throughout the project lifecycle.

## 2. Literature Review

### A. Summary of the literature

The literature on community satisfaction and stakeholder management emphasizes the critical role that effective stakeholder management plays in achieving both community satisfaction and project sustainability. Stakeholder management involves understanding and addressing the needs, expectations, and concerns of various groups that have a stake in a project. This includes not only community members but also local businesses, government agencies,

and other organizations. The successful implementation of stakeholder management strategies can lead to enhanced community satisfaction, which is essential for the long-term viability of projects, especially in sectors like sanitation and water supply. Taing, L., & Dang, N. (2020) <sup>[24]</sup>. Water, Sanitation, and Hygiene in Global Health.

Despite the established importance of stakeholder management, there remains a significant gap in research regarding specific strategies and practices that contribute to high levels of community satisfaction. Current literature suggests that while general principles exist, the application of these principles can vary widely across different contexts. This variability underscores the need for more targeted research that examines how these strategies can be effectively implemented in diverse environments, particularly in rural areas where access to resources and infrastructure may be limited – Chohen, H. (2019). Project Management Statistics: Identifying and engaging stakeholders is a foundational aspect of stakeholder management. The literature highlights the necessity of recognizing key stakeholders and understanding their interests and influence. However, effective identification and engagement of stakeholders, particularly in rural contexts, require further exploration. Rural areas often face unique challenges, including geographical isolation and limited access to communication channels, which can hinder stakeholder engagement efforts. Research focused on innovative methods for stakeholder identification and engagement in these contexts is essential for enhancing community involvement and satisfaction. (Lenton, R., & Lane, J. (2012) <sup>[13]</sup>. Sanitation and Hygiene for All by 2050). Challenges in stakeholder engagement are well-documented in the literature. Issues such as open communication, trust-building, and ethical decision-making are frequently cited as significant barriers to effective stakeholder management. Conversely, enablers such as technology and local-level engagement can facilitate better stakeholder interactions. However, the literature lacks comprehensive studies that explore how these challenges and enablers can be addressed across different contexts. Understanding the interplay between these factors is crucial for developing effective stakeholder engagement strategies that foster trust and collaboration.

Participatory community-based approaches are increasingly recognized as best practices in stakeholder engagement. These approaches emphasize the importance of involving community members in decision-making processes and ensuring that their voices are heard. However, scaling up these practices and adapting them to various contexts remains a challenge. Future research should focus on identifying effective methods for implementing participatory approaches in diverse settings, as well as exploring emerging trends in stakeholder engagement that could influence water supply management. Rajeev, D., & Pradeep, D. (2021) <sup>[21]</sup>.

The impact of effective stakeholder management on sanitation and water supply projects is significant. Literature indicates that projects that prioritize stakeholder engagement are more likely to meet community needs and achieve sustainable outcomes. However, there is a need for more research on how stakeholder management can be integrated into project design and implementation processes. This integration is vital to ensure that the concerns and needs of all stakeholders are adequately addressed, ultimately leading

to improved project outcomes and community satisfaction. Ministry of Finance and National Planning. (2022).

Key challenges and barriers to engaging stakeholders in water and sanitation projects include inadequate stakeholder engagement practices, geographical inequalities, and insufficient financing. Additionally, climate change and lack of knowledge about stakeholder dynamics further complicate engagement efforts. Addressing these challenges requires targeted research that identifies effective strategies for improving stakeholder engagement in various contexts. By understanding and mitigating these barriers, stakeholders can enhance their involvement and contribute to more successful project outcomes. Rudebeck, T. (2019) <sup>[22]</sup>.

The existing literature highlights the need for further studies on stakeholder management in sanitation and water supply projects. Research should focus on identifying effective strategies for overcoming the challenges and barriers faced in different contexts. This includes exploring innovative engagement methods, leveraging technology, and fostering local partnerships that can enhance stakeholder participation and satisfaction. Mwewa, M., Erastus, M. M., Michael, K. N., & Nicholas, S. (2020) <sup>[17]</sup>.

In summary, the literature underscores the importance of stakeholder management in achieving community satisfaction and project sustainability. However, significant gaps remain in our understanding of effective strategies and practices for stakeholder engagement, particularly in rural contexts. David. (1998) <sup>[5]</sup>. Water Requirements – Future research should prioritize these areas to develop a more comprehensive understanding of stakeholder dynamics and their implications for project success. By addressing these research gaps, stakeholders can enhance their engagement efforts and contribute to more sustainable and satisfying community outcomes.

### ***B. Significance of the Study***

The research identifies significant barriers to effective stakeholder engagement, such as limited resources for engagement activities and varying levels of interest among stakeholders. By analyzing the relationship between stakeholder management practices and project completion metrics—such as timely delivery, budget adherence, and stakeholder satisfaction—this study provides valuable insights for project managers and policymakers. The findings emphasize that enhancing stakeholder engagement not only improves project success rates but also contributes to sustainable water and sanitation solutions in Kanyama. Furthermore, this thesis highlights the importance of participatory communication strategies that empower communities to take ownership of water and sanitation services.

## **3. Method and Procedures**

### **3.1 Overview**

This chapter described the design and methodological approaches that was used in the collection and analysis of data. It is prudent that data collection and methods are clearly documented and justified so that the reader can be guided to the conclusions that was derived from the study.

### **3.2 Research Design**

The research design employed in this study is a case study, which involves in-depth examination of a single case, the Kanyama Sanitation and Water Supply Project. This design

allowed for detailed analysis of the project's stakeholder management practices and their impact on project completion.

### 3.3 Target Population

The target population for this study included all stakeholders involved in the Kanyama Sanitation and Water Supply Project, including project managers, team members, local community members, and government officials.

### 3.4 Sampling Method

A non-probability sampling method, specifically a purposeful sampling strategy, was used to select the participants for this study. This involved selecting participants who were most knowledgeable about the project and its stakeholder management practices.

### 3.5 Sample Size

The sample size was determined based on the availability of participants and the need for a diverse range of perspectives. A total of 54 participants was selected for the study, including project managers, team members, local community members and other technicians important for the project.

### 3.6 Data Collection

Data was collected through a combination of semi-structured interviews and surveys. The interviews were conducted with the selected participants to gather detailed information about their experiences and perceptions of stakeholder management in the project. The surveys were used to gather quantitative data on the project's stakeholder management practices and their impact on project completion.

### 3.7 Data Analysis

The data collected analyzed using a mixed-methods approach (Microsoft Excel for data entry and STATA for analysis). The qualitative data from the interviews was analyzed using thematic analysis, while the quantitative data from the surveys was analyzed using descriptive statistics. The findings from both the qualitative and quantitative data were then triangulated to provide a comprehensive understanding of stakeholder management in the project.

### 3.8 Triangulation

Triangulation was used to increase the validity and reliability of the study's findings. This involved combining data from multiple sources, including interviews and surveys, to provide a more comprehensive understanding of stakeholder management in the project.

### 3.9 Ethical Considerations

The study adhered to ethical guidelines for conducting research. Participants were informed about the purpose and scope of the study, and their consent was obtained before data collection. The data collected was kept confidential and was used solely for the purpose of the study.

## 4. Findings

### 4.1 Overview

This chapter discusses the demographic and background information of respondents involved in the Kanyama Sanitation and Water Supply Project, as well as their

perceptions of the project's effectiveness and stakeholder management and how the researcher effectively engaged stakeholders. And below is how the researcher engaged stakeholders.

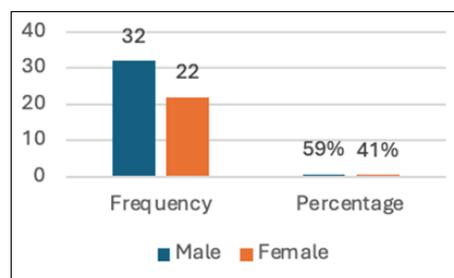


Fig 4.1.1: Percentage Analysis of distribution by gender

The total number of participants that took part in the study was 54, with a gender distribution of 59% males (32) and 41% females (22) as shown in Fig 4.1.1 above. This suggests that men likely occupy more positions within the project, whether in management, construction, or oversight roles. This aligns with the general trends in other sectors like construction and manufacturing sectors, where the workforce is often predominantly male, especially in technical and leadership positions.

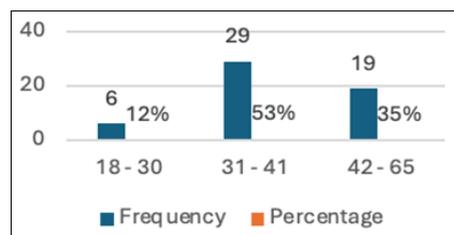


Fig 4.1.2: Percentage Distribution by age of the respondents

On the other hand, it was revealed that of all the participants that took part in the study, 53.7% of the respondents were aged between 32-41 years old. Those between 42 and 65 years constituted a total of 35.2% of the sample population and 11.1% were aged between 18-31 years old. This gives a clear indication that the majority of respondents on this project have been a youthful category and are more likely to contribute to a deeper understanding of the balance that exists sanitation and water supply. This is as shown in Fig 4.1.2 above.

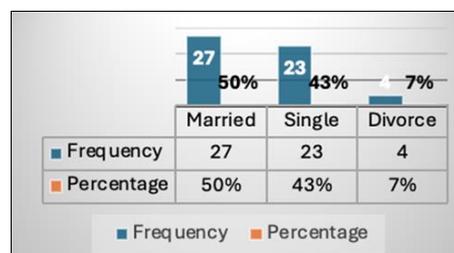


Fig 4.1.3: Percentage Distribution by marital status

The study further looked at the marital status of the study participants and it was found that 50% ( $n=27$ ) of the study population are married with their spouses around while 43% ( $n=23$ ) of the participants are single. The divorces amounted to 7% ( $n=4$ ) participants only. This indicates a strong representation and desire by married people wanting so

much to take part in community issues that affect them and their families. This is as shown in the figure above.

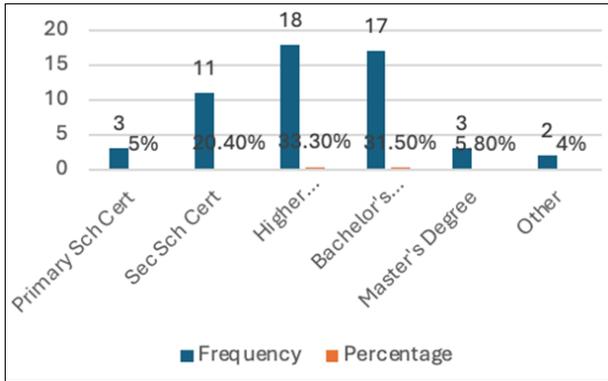


Fig 4.1.4: Analysis of distribution by highest level of education

In Fig 4.1.4 above, respondents were asked to indicate their highest level of education. The educational background indicates that 31% of the respondents possess bachelor's degree while 20% have a general certificate for secondary school. Those that possess higher education diploma or certificate comprised of 33% while 6% possess a primary/basic school certificate. Only 6% of the participants claimed to hold masters' degrees and 4% have other qualifications. This means that the distribution of educational qualifications highlights a very strong foundation in project management and quality control principles among respondents.

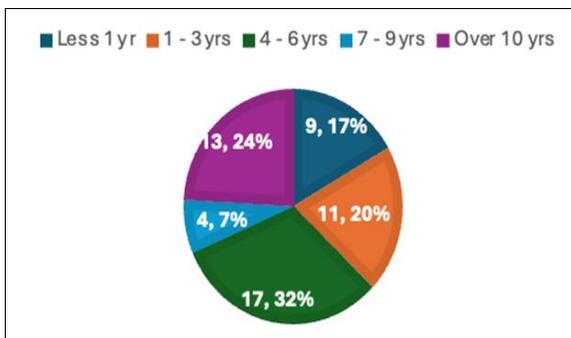


Fig 4.1.5: Distribution by Respondents' Residency Duration in Kanyama

As shown in Fig 4.1.5 above, the study also investigated the aspect of participant's duration of residence in the area. This was done to understand how long some of the participants have lived in Kanyama. And for the figure above, most of the people talked to have now lived in Kanyama for a period of between 4 and 6 years, representing 31% of the study participants. Those that have lived in Kanyama for less than a year now and those that have lived in the area for a period between 1 year and 3 years accounted for 19% apiece. The figure also shows that those that have lived in the area between 7 to 9 years added to 7%, while those that have lived in Kanyama for over 10 years now accounted for 24% of the total study population. This highlights that there was fair representation in terms of residency duration of stay in Kanyama.

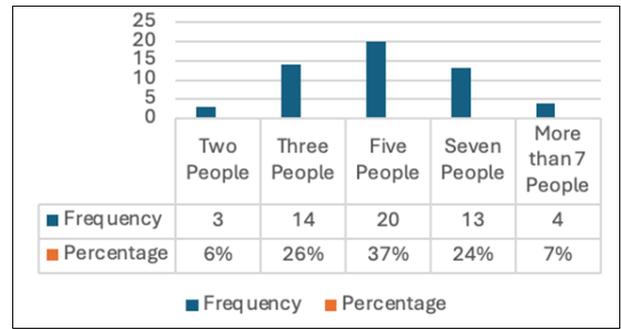


Fig 4.1.6: Percentage Distribution by No. of People at a Household

On the other hand, the study also investigated the issue of wanting to know the number of people at a particular household as shown in Fig 4.1.6 above. And in responding to this, it was found that the majority study participants n=20 or 37% of total study population had five (5) people each household. Three (3) participants said their households were made up of two members each while 14 said that their households were made up of three people, accounting for 6% and 26% respectively. Further, it was learnt that the house households that have seven participants are 13, giving a 24% of the total study population, while those households that have more than seven members accounted for 7%, n=4. The analysis in the figure below outlines the distribution for number of people that live at a particular household in the study population area. A significant portion of respondents are big families and this may help understand why Kanyama is deemed a densely populated area. This is as shown in the Fig 4.1.6 above.

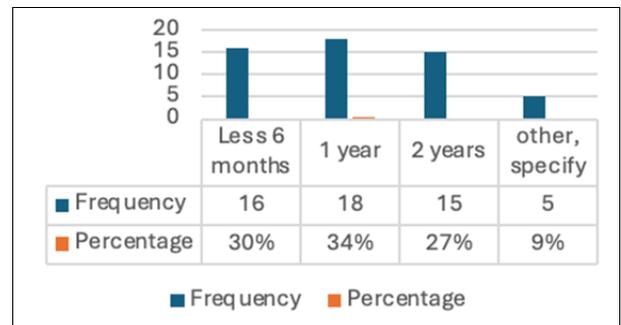


Fig 4.1.7: Percentage distribution by Length of Involvement in Project

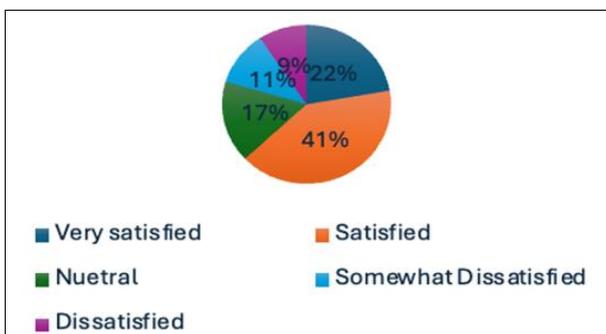
In Fig 4.1.7 above, respondents provide feedback on their length of involvement in the project. And as shown, the majority (18 participants) of those spoken to have been involved in the project for one year now, while those that have been involved for two years are 15 participants from the study population. Meanwhile, 16 participants said they have now been involved in this for six months, while those that could not specifically mention their length of involvement in the study added to 5 of the total study population.

This indicates a strong desire and willingness by the local people to take part in community projects. This is evidenced by the over 50% of representation that have now been involved in this project for over a year.

This research also investigated the issue of specialization. This was so to appreciate the various skills that some participants from the study population possess. Among the people talked to were water engineers from the contracted company as well as from the government, under Ministry of Water Development. When asked on their roles and responsibilities on the project, the engineers stated that they were there to produce and recommend both initial outlines and full plans for sewerage pipes as well as liaising/sensitizing community, government agencies as well as local authorities on issues to do with water and sanitation issues. Planning, designing and conducting comprehensive studies and assessments to determine the water needs of Kanyama and ensuring the provision of safe and clean drinking water for the community members were also their duties as site water engineers. The other category of people talked to were the plumbers whose expertise were needed in the project. The plumbers spoken to said that their primary role on the project was to install, repair and maintain pipes, fixtures and other plumbing equipment used for water distribution and waste disposal as advised/recommended by the engineers. Further, it was noted that the general workers were another group of people that were involved in the project. And when reached out to them, they said their role was to ensure that the working environment was kept clean and well as performing other duties as directed by their superiors. Project managers were other professionals talked to on this project; and according to them they made it clear that their main responsibilities on the project was to ensure that there was effective communication between the project team and all stakeholders involved in the project. Project managers also stated that it was their duty to ensure that deliverables are delivered on-time as planned and ensuring top-quality project results were delivered to the community upon project completion. Project managers were also responsible of documenting projects process and giving updates of project progression to all stakeholders. Other categories of workers spoken to in this project were the volunteers and general supervisors who equally highlighted their respective roles and contributions to the project completion.

**4.2 Stakeholder Engagement**

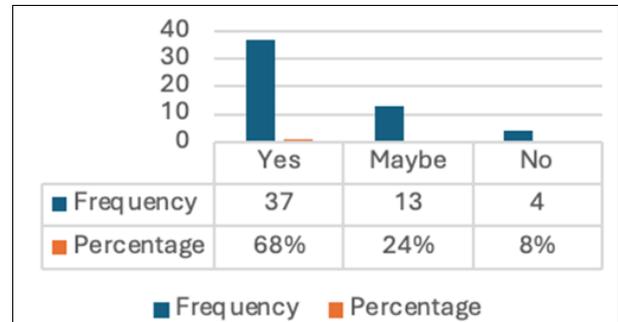
This research also investigated the various ways used in engaging stakeholders into projects and the general satisfaction of participants of the whole process of engagement.



**Fig 4.2.1:** Percentage Distribution by General Stakeholder Satisfaction

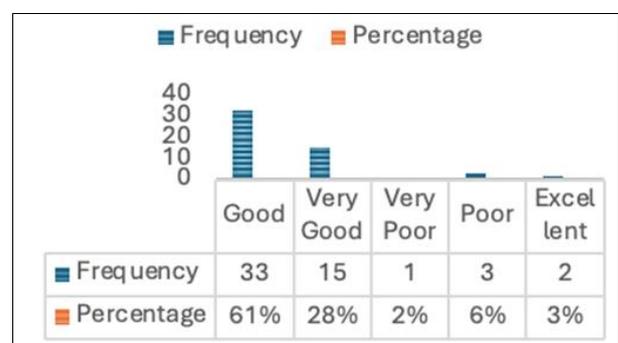
It was revealed that 41% of the participants were ‘Satisfied’ with the engagement process, while 22% were ‘Very

Satisfied’ with the process. 17% of the stakeholder chose to remain neutral on whether they were satisfied or not, while 11% said they were ‘Somewhat Dissatisfied’. A minority 9% expressed total dissatisfaction of the engagement process. This analysis highlights that generally the stakeholders showed satisfaction in the whole process of stakeholder engagement. This is as shown in the Fig 4.2.1 above.



**Fig 4.2.2:** Percentage Distribution for Effectiveness in Improving Water Services

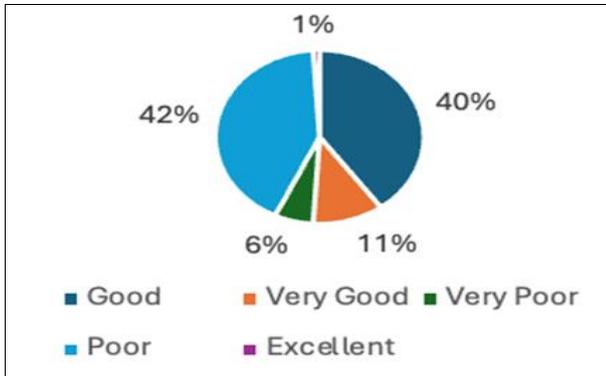
Fig 4.2.2 above shows/highlights the views of the participants as well as the general community in the study area when asked on whether or not they think that the project has been effective in improving water and sanitation services in the area. And as seen in the figure above, the majority (69%) of those spoken to said ‘Yes’ the project has really helped to improve water and sanitation services in Kanyama township. Those that said ‘No’, to whether the project has been effective in improving water and sanitation services in Kanyama were a minority of the study population, and they accounted for 7% of the total study population. Meanwhile, 24% of the study population did not seem to be sure on whether the project has been effective in improving water and sanitation services in Kanyama. These participants neither gave a ‘Yes’ nor a ‘No’ as a response but instead said ‘Maybe’ the project has been effective in improving water and sanitation services in Kanyama. This consensus reflects that once this project is completed it will play a vital role in improving water services in Kanyama area.



**Fig 4.2.3:** Percentage distribution for Rating of Water Quality

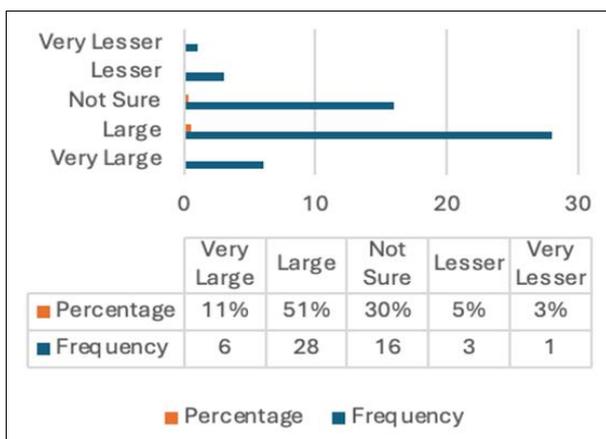
Fig 4.2.3 above shows the responses that participants gave when they were asked to rate, on a scale of 1-5, the quality of water supply in Kanyama, with 1 being ‘Very Poor’ while 5 being ‘Excellent’. And as shown in the same figure, of the 54 participants that took part in the survey, 33 participants said the water quality was ‘Good’, while 17 participants said that the water quality was ‘Very Good’. Only one

participant said that the water quality was ‘Very Poor’. Meanwhile, some other participants said the water quality was ‘Poor’, while others said that the quality was now ‘Excellent’, and those were three (3) and two (2), respectively. This indicates that quality of water and sanitation services that this project is expected to bring will be of good quality.



**Fig 4.2.4:** Percentage distribution for Quality of Sanitation Services

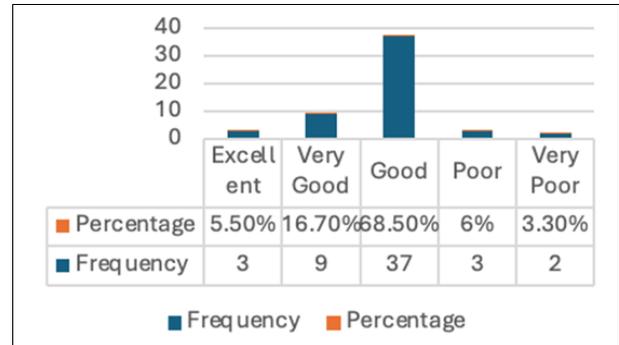
On the other hand, as shown in Fig 4.2.4 above, the participants were also subjected to rate on a scale of 1-5, on how they would rate the quality of sanitation services in Kanyama. The results shows that only 1 percent of the study population said that sanitation services in Kanyama are ‘Excellent’, while 40 percent said sanitation services were ‘Good’. Those that said sanitation services were ‘Very Good’ only added to 11percent. However, some participants said sanitation services were ‘Poor’, while others said that sanitation services were ‘Very Poor’, and they accounted for 42 percent and 11 percent respectively. This indicates that quality of water and sanitation services that this project is expected to bring will be of good quality.



**Fig 4.2.5:** Percentage Distribution by Extent of Stakeholders Input

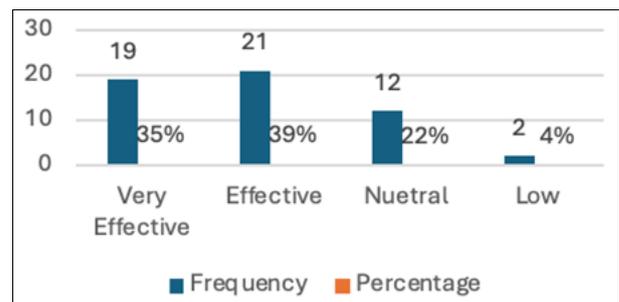
Fig 4.2.5 above tries to interpret the extent to which stakeholder’s inputs were valued and incorporated into the project; and according to the views of the people that took part in the study, the results revealed that 6 participants of the study population felt that the inputs of stakeholders into the project were valued and incorporated at a ‘Very Large’ extent, while those that said stakeholders inputs were valued at a ‘Large’ extent totaled to 28 and these were they majority of the study population. Those that were ‘Not Sure’ on the extent to which stakeholders inputs were valued and

incorporated into the project added to 16 participants. In addition, there were three participants and one participant that felt stakeholder inputs into the project were valued and incorporated at a ‘Lesser’ and ‘Very Lesser’ extent, respectively. The responses show that stakeholder input in the Kanyama Sanitation and Water Project is much valued and an important factor of the project.



**Fig 4.2.6:** Percentage Distribution by Feedback

This research also took into consideration the aspect of feedback and concerns to stakeholders by the project team in the process of the project duration. And as shown in Fig 4.2.6 above, when participants were asked to comment of how stakeholder feedback and concerns were addressed by the project team, 37 of the 54 participants (*representing 68.5%*) said it was ‘Good’, while 9 participants, or 16.7% of the total study population said that it was ‘Very Good.’ Then, a total of 3 participants (*representing 5.5%*) described how stakeholder feedback and concerns were been addressed as ‘Excellent’. Meanwhile, those that said the feedback and concerns process was ‘Poor’ were 3, while 2 participants said it was ‘Very Poor’. This represented 5.5% and 3.3% respectively. It clearly shows that provision of feedback to stakeholders in this project is something of greater importance and one of the priorities set by the project team.



**Fig 4.4.1:** Percentage Distribution of communication effectiveness

Apart from establishing community satisfaction and perceived effectiveness of the project, this study also solicited for effectiveness of communication, channels of communication as well as provision for updates on project process. And when study participants as well as some members of the community were asked on how effective communication was between project management and stakeholders, it was revealed that the 39% (majority) of the study participants attributed communication as ‘Effective’, while 35% said communication between project management and stakeholders was ‘Very Effective.’ Those that chose to be ‘Neutral’ on the issue of whether or not

there effective communication between project management and stakeholders accounted for 22% of the study population. Nevertheless, some participants felt that there was 'Low' communication between project management and stakeholder; and those that felt as such were only 4% of the total study population. This highlights that there was effective communication, and this is viewed as a major ingredient to maintaining consistent quality standards. This is as shown in Fig 4.4.1 above.

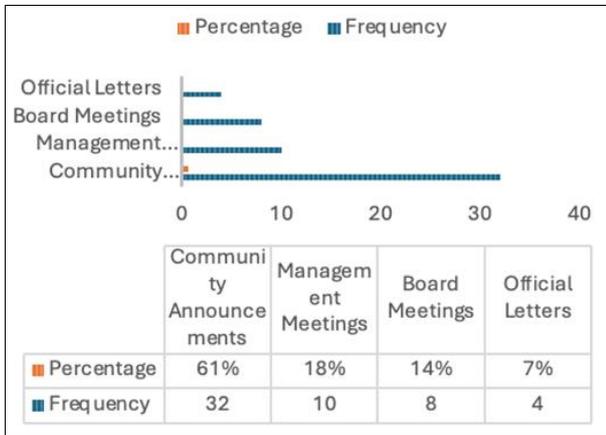


Fig 4.4.2: Percentage Distribution by Channels of Communication

On the other hand, this study aimed to find out the kind of communication channels that were used to share information with project stakeholders; and as shown above in Fig 4.4.2, a total of 32 participants said 'Community Announcements' was the most used channel of communication that the project management team use each time there is something they wish to inform the stakeholders and members of the public. The results also revealed that 10 participants of the study population made it clear that that 'Management Meetings' was the most used channel of communication by the project management team to stakeholders, while 8 participants said that 'Board Meetings' were the most used channel. Only 4 participants alluded to the fact that 'Official Letters' were the most used channel of communication that the project management used. This indicates that community announcements in the process of the Kanyama sanitation and water project was generally an effective way/channel of communication. This also reflects a well-functioning channel of communication.

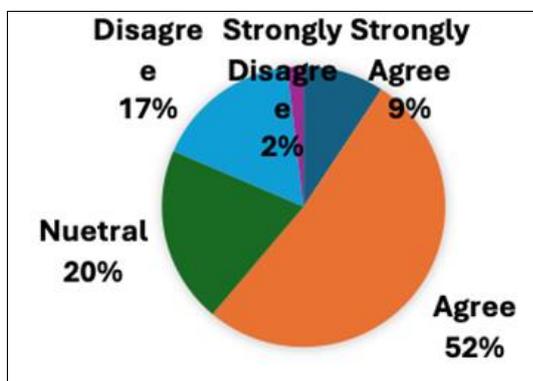


Fig 4.4.3: Percentage Distribution by Updates on Project Progress

On providing progress updates, it was found that the majority of the study participants, accounting for 52 percent 'Agreed' to the fact that stakeholders were provided with regular updates, while 2 percent of the participants 'Strongly Agreed' to that fact. Those that chose to be neutral on this issue amounted to 20 percent of the study population. In the meantime, some participants that amounted to 17 percent of the study population 'Disagreed' to this fact, while 9 percent of the participants 'Strongly Disagreed'. This indicates that timely updates are given in this project. This is as shown in Fig 4.4.3 above.

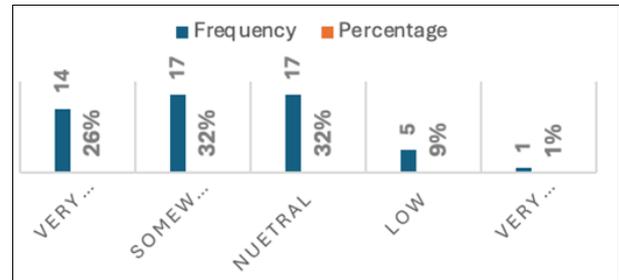


Fig 4.4.4: Percentage Distribution by Level of Engagement

Fig 4.4.4 above brings out the findings of level of engagement and participation of stakeholders in the project. It was found that 14 participants rated it as 'Very High', while 17 participants said it was 'Somewhat High'. Those that chose to remain 'Neutral on this issue amount to 17 participants of the study population. Further, some participants rated the level of engagement and participation of stakeholders in this project as 'Low', while others rated it to be 'Very Low'; and these accounted for 5 and 1 respectively.

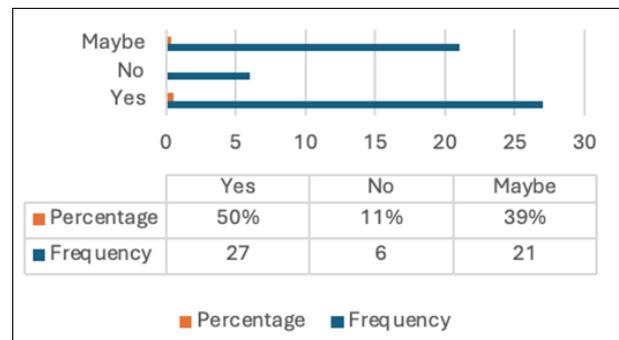


Fig 4.4.5: Percentage Distribution by Stakeholder Expectations

As shown in the figure above, this study also considered the views of participants on whether or not the project has effectively managed stakeholders' expectations and needs. And as shown, the results revealed that 50% of the study population said 'Yes' while 11% said 'No'. 39% of the participants seemed not to be too sure about this issue, and so they gave a 'Maybe' as their views. The distribution of responses reveals that the Kanyama sanitation and water project is effectively managing stakeholder expectations, hence 50% of the study population giving a 'yes' response.

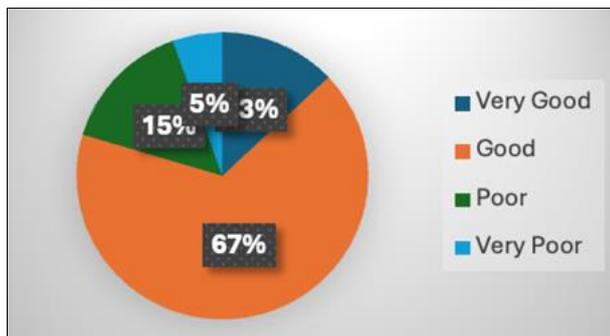


Fig 4.4.6: Percentage Distribution by Rate of Communication

The study findings also showed that over 50 percent (i.e. 67%) of the study population alluded to the fact that the rate of communication between stakeholders and project team was ‘Good’, while 13 percent confidently said that it was ‘Very Good’. However, 13 percent of the participants said that the rate of communication was ‘Poor.’ There were also 15 percent of the participants that rated communication as ‘Poor’, while those that rated it to be ‘Very Poor’ were just 5 percent of the whole study population. This is as shown in Fig 4.4.6 above.

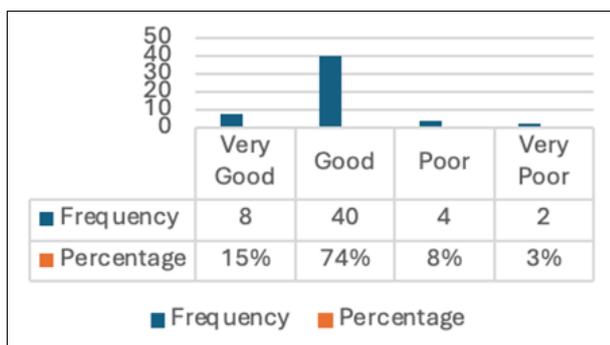


Fig 4.4.7: Percentage Distribution by Transparency in Decision

The issue of transparency is one other important item that was seriously looked into by this study; and in a quest to get some feedback for this, study participants were also asked to rate the issues of transparency in project decision making processes. Study findings revealed that 16% of study participants were very happy with the levels of transparency in the project decision making process, making them to describe it as ‘Very Good’, while 74% described it as ‘Good’. There were another 7% and 4% that described transparency in decision making as ‘Poor’ and ‘Very Poor’ respectively, as shown in Fig 4.4.7 above. The distribution of responses shows that there was adequate proof that the levels of transparency in decision making in this project good and without issues, hence many respondents describing it as good.

Table 4.6.1: Percentage Distribution by Key challenges and Barriers

S/N	Challenge	Number of Respondents	Percentage (%)
1	Lack of Transparency and Accountability	3	5.45%
2	Transportation and Accessibility	5	9.09%
3	Community Engagement and Participation	3	5.45%
4	Communication Barriers	5	9.09%
5	Knowledge and Education Gaps	5	9.09%
6	Competing Priorities and Interests	9	17.18%
7	Infrastructure and Environmental Issues	2	3.64%
8	Criminal Activities and Vandalism	4	7.27%
9	Lack of Commitment and Sensitization	5	9.09%
10	Poor Communication	10	18.18%
11	Limited Resources	2	3.64%
12	Cultural and Social Barriers	2	3.64%
	<b>Total</b>	<b>54</b>	<b>100%</b>

### 4.3 Discussions

The overall objective of this study was to assess stakeholder management in project completion, with a case study of Kanyama sanitation and water supply project. It was based on three specific objectives namely (i) To establish ways of stakeholder engagement in sanitation and water supply projects (ii) To examine the effectiveness of stakeholder management in sanitation and water supply projects (iii) To determine limitations/barriers in engaging stakeholders in water supply and sanitation project in Kanyama Township.

### 4.4 Stakeholder Engagement in Sanitation and Water Supply Projects

The main objective of this section is to present the results regarding ways of stakeholder engagement in sanitation and water supply projects with specific reference to the Kanyama Sanitation and Water Project. The results gotten from the thematic areas identified during the data collection and analysis, thereby providing insights into the mechanisms used and the extent of their effectiveness in consistently maintaining quality standards throughout the project life cycle. The respondents of 28% highlighted the significance of effective communication and collaboration among project teams in maintaining quality. Process of holding regular meetings and the use of clear communication ensures that quality expectations are fully understood by all stakeholders. The 42% of respondents stressed the significance of community sensitization as one needed component for the project processes. Regular

training sensitizations enable the stakeholders to be informed about the very latest quality standards, best practices, as well as new information relevant to the on-going project.

To effectively engage stakeholders in the sanitation and water supply project in Kanyama Township, the study found that a number of approaches and structured process were implemented to ensure transparency in this whole process of stakeholder engagement. The approaches used included.

**Identification of Stakeholders:** The processes here included conducting stakeholder mapping to identify all relevant parties, including community members, local government, NGOs, and service providers. Use of tools like surveys and focus group discussions to gather information about stakeholders' interests and influence in the project.

**Awareness Raising:** Workshops and community meetings were used to inform stakeholders about the project goals, benefits, and their potential roles were organized. Also used was distributing informational materials that were accessible to all stakeholders, ensuring inclusivity for marginalized groups.

**Collaborative Planning:** Facilitating collaborative planning sessions where stakeholders expressed their views, concerns, and expectations. Developed a shared vision and objectives for the project that reflects the input from various stakeholders.

**Continuous Communication:** Established regular communication channels (e.g., newsletters, social media updates) to keep stakeholders informed about project developments. Created feedback mechanisms to allow stakeholders to voice their opinions throughout the project lifecycle.

#### 4.5 Effectiveness of Stakeholder Management

The aim of this section is to present the results based on the second specific objective of this research which states 'to examine the effectiveness of stakeholder management mechanisms employed in sanitation projects, specific to the Kanyama Sanitation and Water Supply Project. The results were analysed based on the feedback by the respondents from the questionnaire, which provided insights into how well the implemented of these mechanisms are maintaining quality standards and ensuring successful project outcomes.

From the data analyzed so far, 89% of the respondents indicated that quality control mechanisms highly contribute to the cost savings, while 11% of the respondents reported a moderate extent. This clearly demonstrates that effective quality management helps to prevent unnecessary expenses, especially those related to rework, material wastage, and defects. Rework or revisions due to quality control mechanisms occurred sometimes or rarely, as per the majority of respondents of (78%) while only 3% of respondents reported reworks do occur very often. It is evident that the respondents have a general perception those quality control mechanisms as highly effective in meeting the expectations of stakeholders.

To effectively examine stakeholder management in the sanitation and water supply project in Kanyama Township, the study equally found the several approaches and structured process which were implemented by the project team, and below are some of them.

**Establishing Governance Structures:** Formation multi-stakeholder committees that included representatives from different stakeholder groups to oversee project

implementation. Defining clearly the roles and responsibilities for each stakeholder within these committees.

**Monitoring and Evaluation:** Implement a monitoring framework that assesses stakeholder engagement effectiveness through surveys and feedback sessions. Use indicators such as stakeholder satisfaction, participation rates, and the impact of stakeholder inputs on decision-making processes.

**Capacity Building:** Provided training sessions for stakeholders on relevant topics such as project management, sanitation technology, and community mobilization. Encouraged knowledge sharing among stakeholders to enhance their capacity to contribute effectively.

**Reporting and Accountability:** Regularly reporting back to stakeholders on how their contributions have influenced project decisions and outcomes. Foster an environment of accountability by addressing any concerns raised by stakeholders promptly.

#### 4.6 Determine Limitations/Barriers in Engaging Stakeholders

This section presents results on the barriers/limitations associated with the processes of stakeholder engagement in sanitation and water supply projects, specifically focusing on the Kanyama Sanitation and Water Supply Project. Data collected from the questionnaire highlights the key challenges that hinder the effectiveness of quality control practices.

**Key Challenges and Barriers:** One of the objectives of this study was to examine the key challenges and barriers faced in engaging stakeholders in water supply and sanitation project in Kanyama Township. And in answering the question; D1. What are the key challenges faced in engaging stakeholders in water and sanitation projects in Kanyama Township., the table below tries summarizing the key challenges faced in Kanyama regarding water supply and sanitation issues, along with recommendations for improvement: The most cited challenge, reported by 33% of the respondents, was poor communication among project teams and stakeholders. Ineffective communication often leads to misunderstandings, and to the great extent, delays in addressing the quality related issues. 17% of the respondents cited competing priorities and interests to change as one of the major challenges in the project process. 21% of respondents pointed to knowledge and education gaps as a barrier to effective quality control.

To effectively determine limitations/barriers in engaging stakeholders in the sanitation and water supply project in Kanyama Township, the study equally found the several approaches and structured process which were implemented by the project team, and below are some of them.

**Identifying Barriers:** Conducted assessments through interviews and focus groups to identify barriers faced by stakeholders in engaging with the project (e.g., lack of information, cultural differences). Analyzed power dynamics among stakeholders that may hinder participation from vulnerable groups.

**Addressing Communication Gaps:** Developed tailored communication strategies that considered different literacy levels, languages, and cultural contexts of stakeholders. Use of visual aids and radio broadcasts to reach broader audiences effectively.

**Building Trust:** Organized trust-building activities such as community events or informal gatherings to foster relationships among stakeholders. Ensured transparency in decision-making processes to build confidence among community members regarding their involvement.

**Continuous Feedback Mechanisms:** Established a continuous feedback loop where stakeholders could report challenges, they faced in engaging with the project. Adapt engagement strategies based on feedback received to improve participation.

## 5. Conclusion

To effectively address the difficulties of water supply and sanitation, a holistic strategy is required. This approach must take into consideration the interdependencies that exist between the various stakeholders, which include government institutions, local organisations, and members of the community. By strengthening coordination across these organisations, it is possible to allow more effective resource allocation, problem-solving, and innovation in the process of addressing difficulties related to water provision and sanitation.

And as it has been noted that there is need to justify continued investment in stakeholder engagement, it is essential to measure and communicate the benefits of collaborative processes and help practitioners determine the appropriate engagement tools and techniques for the situation this agrees with Gonçalves *et al* (2019)<sup>[9]</sup> and it has been discovered by the researcher.

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