

**UNIVERSITY  
OF  
LUSAKA**

**SCHOOL OF POSTGRADUATE STUDIES**

**THE EFFECTS OF STAKEHOLDER ENGAGEMENT ON PROJECT  
DELIVERY: A CASE OF THE UNITED NATIONS DEVELOPMENT  
PROGRAM IN ZAMBIA**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE  
STUDIES, UNIVERSITY OF LUSAKA IN PARTIAL FULFILLMENT OF THE  
AWARD OF THE MASTER OF SCIENCE IN PROJECT MANAGEMENT**

**BY**

**IVWANANJI NAMONJE**


**MSCPM23122165**

**©2024.**

## DECLARATION


I, Iwvananji Namonje, declare that this work is my own and has never been submitted by anyone else to a university before. This is my work and all the sources that used or referred to have been shown and perceived with the ultimate objective of completely alluding to and that this work has never been submitted before at another foundation for any degree.

Name: Iwvananji Namonje

Signature: 

Date: 18 January 2025

Supervised by: Dr. Sydney Ngoma

Signature: 

Date: 18 January 2025

## **DEDICATION**

This work is dedicated to my family, whose unwavering love, support, and encouragement have been my greatest source of strength and inspiration throughout this journey. To my mother, for instilling in me the values of hard work and perseverance, and to my sister (Juliet), for always believing in my dreams and cheering me on.

To my husband, George, for your endless patience, understanding, and constant motivation during this demanding process. Your unwavering faith in me and our shared dreams have been a source of comfort and encouragement every step of the way.

This dissertation is a testament to your love and support, and I hope it makes you all proud.

## **ACKNOWLEDGEMENT**

I am deeply grateful to everyone who has supported me throughout the journey of completing this research. This work would not have been possible without the guidance, encouragement, and assistance of many individuals who have contributed in diverse ways.

First and foremost, I extend my heartfelt gratitude to my supervisor, Dr. Sydney Ngoma, whose insightful guidance, constructive feedback, and unwavering support have been invaluable throughout the research process. Your patience and dedication in mentoring me have pushed me to grow academically and personally; I am profoundly thankful for that.

I also wish to acknowledge the contributions of my colleagues and friends, who have provided invaluable advice and moral support. Your encouragement and willingness to listen made the journey more manageable and enjoyable.

Finally, I express my deepest appreciation to the participants of this study, whose insights and contributions formed the backbone of this research. Your openness in sharing your experiences has made this work possible.

## TABLE OF CONTENTS

DECLARATION .....	i
DEDICATION .....	ii
ACKNOWLEDGEMENT .....	i
TABLE OF CONTENTS .....	ii
LIST OF TABLES.....	v
LIST OF FIGURES .....	vi
LIST OF ACRONYMS AND ABBREVIATIONS .....	vii
ABSTRACT .....	viii
CHAPTER ONE.....	9
1    INTRODUCTION .....	9
1.1    Background .....	9
1.2    Rationale of the Study .....	9
1.3    Statement of the Problem .....	10
1.4    Research Objectives.....	11
1.4.1    General Objective .....	11
1.4.2    Specific Objectives.....	11
1.4.2.1    To identify the key factors to effective stakeholder engagement in UNDP projects. ....	11
1.4.2.2    To analyse the current stakeholder engagement practices in UNDP developmental projects in Zambia. ....	11
1.4.2.3    To develop a framework for enhancing stakeholder collaboration and improving the success rates of development interventions. ....	11
1.5    Research Questions .....	11
1.6    Significance of the study.....	12
1.7    Scope of the study .....	12
1.8    Definition of key terms and concepts .....	12
1.9    The Organization of the Study .....	15
CHAPTER TWO .....	16
2    LITERATURE REVIEW.....	16
2.1    Introduction .....	16
2.1.1    The concept of Stakeholder Engagement.....	16
2.2    Empirical Literature.....	17
2.2.1    Findings of Scholars on the Subject.....	18
2.3    Theoretical Framework.....	20
2.3.1    Stakeholder Theory .....	20
2.3.2    Stakeholder Saliency Model.....	20

2.3.3	Project Success Criteria .....	21
2.4	Conceptual Framework.....	21
2.4.1	Key Concepts and Variables.....	21
2.5	Conceptual Model .....	22
2.5.1	Application to UNDP Projects in Zambia .....	24
CHAPTER THREE.....		25
3	RESEARCH METHODOLOGY .....	25
3.1	Introduction .....	25
3.2	Research Design.....	25
3.3	Study Population.....	26
3.4	Sample Size .....	26
3.5	Sampling Techniques .....	28
3.6	Data Collection.....	28
3.7	Data Analysis.....	30
3.8	Ethical Considerations.....	31
CHAPTER FOUR.....		32
4	PRESENTATION OF RESULTS.....	32
4.1	Introduction .....	32
4.2	Responses by UNDP Project Staff .....	32
4.2.1	Key Roles and Responsibilities of Respondents.....	32
4.2.2	Critical Factors Influencing Stakeholder Engagement .....	32
4.2.3	Stakeholder Identification and Categorization .....	33
4.2.4	Communication Strategies and Effectiveness.....	34
4.2.5	Challenges in Stakeholder Engagement .....	34
4.2.6	Impact of Stakeholder Engagement on Project Success .....	35
4.2.7	Recommendations for Enhancing Stakeholder Engagement .....	35
4.3	Responses by UNDP External Partners .....	36
4.3.1	Background characteristics of respondents .....	36
4.3.2	Most critical factors that contribute to effective stakeholder engagement in UNDP projects	37
4.3.3	common challenges that hinder effective stakeholder engagement in UNDP projects.....	39
4.3.4	Stakeholders that are most critical for the success of UNDP projects .....	40
4.3.5	Current stakeholder engagement practices in UNDP development projects .....	40
4.3.6	Frequency of engagement as stakeholders throughout the project.....	41
4.3.7	Communication channels most effective for engaging stakeholders.....	42
4.3.8	Framework for enhancing stakeholder collaboration and improving the success rates of development interventions .....	43

CHAPTER FIVE .....	47
5 DISCUSSION OF FINDINGS .....	47
5.1 Introduction .....	47
5.2 Key Factors to Effective Stakeholder Engagement in UNDP Projects .....	47
5.2.1 Communication as the Foundation .....	47
5.2.2 Trust and Relationship-Building.....	48
5.2.3 Inclusivity and Decision-Making.....	48
5.2.4 Clarity of Roles and Responsibilities.....	48
5.2.5 Resource Availability.....	48
5.3 Current Stakeholder Engagement Practices in UNDP Development Projects in Zambia.....	49
5.3.1 Engagement Methods and Their Effectiveness .....	49
5.3.1.1 Frequency of Engagement .....	49
5.3.1.2 Integration of Stakeholder Inputs.....	50
5.3.1.3 Communication Channels.....	50
5.4 Proposed Strategies and Framework for Enhancing Stakeholder Collaboration and Improving the Success Rates of Development Interventions in Zambia .....	51
5.4.1 Clear Communication Protocols.....	52
5.4.2 Defining Roles and Responsibilities .....	52
5.4.3 Fostering Inclusivity and Equity.....	53
5.4.4 Resource Mobilization and Allocation.....	53
5.4.5 Robust Monitoring and Evaluation Systems.....	54
5.4.6 Flexibility and Adaptability .....	54
5.5 Integration with the Conceptual Model .....	55
5.5.1 Addressing Barriers to Collaboration.....	55
5.5.2 Flexibility and Adaptability .....	56
CHAPTER SIX .....	57
6 CONCLUSION AND RECOMMENDATIONS.....	57
6.1 Introduction .....	57
6.2 Conclusions .....	57
6.3 Recommendations .....	58
6.4 Implications of the Study .....	59
6.5 Contributions to the Project Management Body of Knowledge.....	60
6.6 Suggestions for Further Studies.....	61
REFERENCES.....	63
APPENDICES.....	68

## LIST OF TABLES

Table 1: Distribution of projects in UNDP .....	27
Table 2: Background characteristics of respondents .....	36
Table 3: Key factors to effective stakeholder engagement .....	37
Table 4: Common Challenges that hinder effective stakeholder engagement in UNDP projects.....	39
Table 5: How does the UNDP project you are involved in currently engage you as a stakeholder...	40
Table 6: Obstacles faced when engaged in projects by UNDP .....	43
Table 7: Strategies to enhance collaboration among stakeholders in UNDP development projects.	43
Table 8: Key factors that should be prioritized in a framework aimed at enhancing stakeholder collaboration .....	44

## LIST OF FIGURES

Figure 1: Stakeholder Engagement/Success Conceptual Model.....	23
Figure 2: Stakeholders that are critical for the success of UNDP projects.....	40
Figure 3: How well are stakeholders' inputs integrated into decision-making processes.....	41
Figure 4: how well are stakeholders' inputs integrated into decision-making processes .....	42
Figure 5: Communication channels most effective for engaging stakeholders .....	42
Figure 6: Duration of involvement in the project .....	45
Figure 7: Monitoring and Evaluation (M&E) role in enhancing stakeholder collaboration in UNDP projects.....	46
Figure 8: Proposed Framework for Enhancing Stakeholder Collaboration .	<b>Error! Bookmark not defined.</b>

## **LIST OF ACRONYMS AND ABBREVIATIONS**

UNDP - United Nations Development Programme

PMBOK - Project Management Body of Knowledge

M&E - Monitoring and Evaluation

NGOs - Non-Governmental Organizations

FCDO - Foreign, Commonwealth & Development Office

STATA MP - Software for Data Analysis and Statistics, Multi-Processor version

IWRM - Integrated Water Resources Management

ZMW - Zambian Kwacha (Currency)

PS - Project Success

CF - Contextual Factors

SF- Support Factors

DSZ - Democracy Strengthening in Zambia

UN- United Nations

## **ABSTRACT**

Stakeholder engagement is a critical determinant of success in development projects. For the United Nations Development Programme (UNDP) in Zambia, aligning initiatives with national development goals, fostering community participation, and ensuring inter-agency collaboration are essential for achieving project sustainability and impact. However, challenges such as misaligned priorities, limited inclusivity, and weak coordination often hinder the effectiveness of these initiatives. This study adopts a mixed-methods approach to explore the role of stakeholder engagement in UNDP projects, drawing insights from 22 respondents, including project managers, government officials, and representatives from civil society organizations. Data were collected through semi-structured interviews, surveys, and desk reviews, with quantitative analysis conducted using STATA MP 17 and qualitative data analysed thematically.

The findings reveal that communication is universally recognized as a cornerstone of effective stakeholder engagement, with all respondents rating it as extremely important. Inclusivity in decision-making, clarity of roles, and availability of resources were also identified as key factors contributing to successful engagement. Significant barriers, including a lack of communication, misaligned goals, and financial constraints, were highlighted as critical areas for improvement. Regular stakeholder meetings emerged as the most commonly employed engagement method, while strategies such as establishing joint planning committees and enhancing capacity-building were recommended to improve collaboration.

By prioritizing communication, transparency, trust-building, and inclusivity, UNDP projects can better align with stakeholder needs and national development goals, ensuring long-term sustainability and impact. The study provides a practical framework for enhancing stakeholder collaboration, emphasizing the importance of clear communication protocols, defined roles, and inclusive practices to overcome existing challenges and improve development outcomes.

**Keywords:** Stakeholder engagement, UNDP, development interventions, project success, Zambia, communication, inclusivity, collaboration.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

Stakeholder engagement is widely acknowledged as a cornerstone of effective project management and sustainable development. In the context of development initiatives, the active involvement of diverse stakeholders ensures that projects are not only aligned with the needs and priorities of intended beneficiaries but are also implemented in a manner that maximizes resource utilization and minimizes inefficiencies. Organizations such as the United Nations Development Programme (UNDP) have increasingly emphasized stakeholder engagement as a key strategy for achieving their goals of poverty eradication, governance enhancement, and environmental sustainability.

Despite its recognized importance, stakeholder engagement remains a complex and dynamic process. It requires a nuanced understanding of diverse stakeholder interests, proactive communication strategies, and robust frameworks for collaboration. In many cases, challenges such as misalignment of priorities, inadequate inclusivity, and poor inter-agency coordination hinder the effectiveness of engagement practices. For development organizations like UNDP, addressing these challenges is not just an operational necessity but a strategic imperative to ensure the success and sustainability of their projects.

This research explores the role and impact of stakeholder engagement in the implementation of UNDP development interventions in Zambia. By examining the factors that influence effective engagement, the challenges encountered, and the strategies employed to overcome these challenges, this study seeks to contribute to the ongoing discourse on optimizing stakeholder collaboration.

### 1.2 Rationale of the Study

The United Nations Development Programme (UNDP) has been a key player in international development, with a mandate to eradicate poverty and reduce inequalities through sustainable development initiatives (UNDP, 2022). In Zambia, the UNDP has been actively involved in numerous development interventions to improve socio-economic conditions, strengthen governance, and promote environmental sustainability (Ibid, 2022). Despite these

efforts, the success of these interventions has often been inconsistent, with varying degrees of impact and sustainability.

One of the critical factors influencing the effectiveness of development projects is stakeholder engagement. In the context of UNDP projects in Zambia, effective stakeholder engagement involves aligning initiatives with national development goals, actively involving local communities, and ensuring robust coordination among government agencies and other stakeholders (Aaltonen et al., 2015). However, the lack of comprehensive stakeholder engagement has frequently led to challenges such as misalignment with national priorities, insufficient community participation, and poor inter-agency coordination. These issues impede the timely completion of projects and undermine their long-term sustainability and impact (UNDP, 2018).

This study was driven by the need to understand and enhance the role of stakeholder engagement in the success of UNDP development interventions in Zambia. By examining the current practices and identifying gaps, the research aimed at to provide actionable recommendations to improve stakeholder collaboration and project outcomes. Stakeholder engagement is a fundamental pillar of project management, as it ensures that the interests and inputs of all relevant parties are considered, leading to more effective decision-making and project alignment with stakeholder needs (Bourne & Walker, 2005). The relevance of this study lied in its potential to contribute to more effective and sustainable development practices, thereby supporting Zambia's broader socio-economic development goals.

### **1.3 Statement of the Problem**

In Zambia, the effectiveness of UNDP development interventions is often hindered by inadequate stakeholder engagement. This inadequate engagement manifests in three main ways; misalignment between UNDP initiatives and national development goals, insufficient involvement of local communities, and lack of coordination among government agencies. These shortcomings result in delayed project completion, suboptimal resource utilization, and limited sustainability of development outcomes.

Empirical evidence supports these challenges. For instance, UNDP Zambia's project evaluations indicate that alignment with national priorities is a critical factor for success. Misalignments due to political changes and differing renewal cycles have been documented

as significant barriers to effective implementation. For instance, a review of a 2018 UNDP project evaluation report in Zambia revealed that 60% of projects faced alignment issues due to political changes and differing renewal cycles (UNDP, 2018). Local communities, the primary beneficiaries of development interventions, are often not adequately involved in the decision-making process. Additionally, there is a significant lack of effective coordination among various government agencies and other stakeholders. The report indicates that 70% of UNDP projects experienced delays and inefficiencies due to poor inter-agency coordination (Ibid, 2018).

To address this issue, the research aimed at investigating the impact of stakeholder engagement on the success of UNDP development interventions in Zambia. The objective of the research was to provide evidence-based recommendations that could improve the alignment, participation, and coordination of stakeholders in projects, using UNDP as a case study, ultimately leading to more effective and sustainable development interventions in Zambia.

## **1.4 Research Objectives**

### **1.4.1 General Objective**

The main objective of the study was to assess the effect of stakeholder engagement on the success of UNDP development interventions in Zambia.

### **1.4.2 Specific Objectives**

To support the main objective, the following were the specific objectives of the study:

- 1.4.2.1 To identify the key factors to effective stakeholder engagement in UNDP projects.*
- 1.4.2.2 To analyse the current stakeholder engagement practices in UNDP developmental projects in Zambia.*
- 1.4.2.3 To develop a framework for enhancing stakeholder collaboration and improving the success rates of development interventions.*

## **1.5 Research Questions**

The following research questions guided the study:

1.5.1 What are the factors affecting effective stakeholder engagement in UNDP projects in Zambia?

1.5.2 How does stakeholder engagement impact the success of UNDP development interventions in Zambia?

1.5.3 What strategies can be implemented to enhance stakeholder collaboration and improve the success rates of UNDP development interventions in Zambia?

## **1.6 Significance of the study**

Despite the recognized importance of stakeholder engagement, there is limited empirical research specifically focused on UNDP projects in Zambia. This gap in knowledge means that current practices may not be optimized, leading to missed opportunities for improving project effectiveness and sustainability. This study has been justified by the need to fill this knowledge gap and provide evidence-based recommendations that can inform policy and practice. The study provided a practical Stakeholder Engagement Framework that can be adopted by UNDP and other development organisations to enhance the success and sustainability of their programmes in Zambia and beyond.

## **1.7 Scope of the study**

The scope of this study generally focused on the impact of stakeholder engagement on the success of UNDP development interventions in Zambia. The study excluded non-UNDP projects and stakeholder engagement practices outside Zambia. Further, the study covered projects implemented over the past five years and focussed on various stakeholders, including government agencies, local communities, and civil society organizations.

## **1.8 Definition of key terms and concepts**

**Capacity Building:** Efforts to enhance the skills, knowledge, and abilities of stakeholders to enable them to effectively contribute to and benefit from development interventions.

**Collaborative Governance:** A model of governance where multiple stakeholders, including public, private, and civil society actors, work together to achieve shared goals through consensus-building and collective decision-making.

**Contextual Factors:** External and internal conditions that influence project implementation and stakeholder engagement. These include cultural dynamics, political environments, regulatory frameworks, and economic conditions.

**Cultural Sensitivity:** An understanding and respect for cultural differences among stakeholders, ensuring that engagement strategies are inclusive and contextually appropriate.

**Development Interventions:** Planned and deliberate actions or projects undertaken by organizations like UNDP to promote social, economic, or environmental development in targeted communities or regions.

**Feedback Mechanisms:** Structured processes for collecting, analyzing, and responding to stakeholder input to improve project implementation and foster greater inclusivity and accountability.

**Inclusivity:** The practice of ensuring equal participation of all relevant stakeholder groups, particularly marginalized and vulnerable populations, in the planning, implementation, and evaluation of projects.

**Inter-Agency Coordination:** Collaborative efforts among different government agencies, international organizations, and other stakeholders to achieve shared project goals. Effective coordination reduces duplication of efforts and maximizes resource utilization.

**Project Success:** The extent to which a project achieves its objectives within the constraints of time, budget, quality, and stakeholder satisfaction. For UNDP projects, success also involves alignment with national development goals and the sustainability of outcomes.

**Stakeholder Engagement:** The systematic involvement and participation of individuals, groups, or organizations with an interest in or impact on a project. This includes processes of consultation, collaboration, and communication to align stakeholder expectations and ensure their contributions influence project outcomes.

**Stakeholder Salience Model:** A framework that categorizes stakeholders based on their power, legitimacy, and urgency, helping prioritize engagement efforts. It ensures that critical stakeholders are actively involved in project decision-making and implementation.

**Stakeholder Theory:** A theoretical framework that emphasizes the need to create value for all stakeholders involved in a project, not just the organization or implementing agency. It promotes inclusive decision-making and considers the interests and power dynamics of all relevant parties.

## **1.9 The Organization of the Study**

This study is organized into five chapters, each structured to provide a coherent and comprehensive exploration of the study's objectives, methodology, findings, and recommendations.

*Chapter One* introduces the research topic, providing the background, problem statement, research objectives, research questions, and the significance and scope of the study. It also defines key terms and concepts central to the research and offers an overview of how the report is structured.

*Chapter Two* reviews relevant literature to establish the theoretical and empirical foundation for the study. It includes discussions on stakeholder engagement, project success criteria, and related theoretical frameworks such as Stakeholder Theory and the Stakeholder Salience Model. The chapter also identifies gaps in existing literature that the study seeks to address.

*Chapter Three* outlines the research design, data collection methods, and analysis procedures employed in the study. It provides details on the study population, sampling techniques, and ethical considerations to ensure the reliability and validity of the research.

*Chapter Four* presents the findings of the study based on the data collected. The results are organized according to the research objectives, offering insights into the factors influencing stakeholder engagement, current engagement practices, and challenges encountered in UNDP development interventions.

*Chapter Five* discusses the findings in relation to the study's objectives and existing literature. It draws conclusions on the impact of stakeholder engagement on project success and provides actionable recommendations for improving stakeholder collaboration in development projects. The chapter concludes with reflections on the study's implications and suggestions for future research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The literature review serves as the foundation of any research study, providing a comprehensive understanding of existing knowledge, theoretical frameworks, and empirical findings related to the research topic. This chapter examines scholarly works and relevant studies on stakeholder engagement, project success, and the contextual factors influencing development interventions. The goal was to identify gaps in current knowledge and highlight areas where the study contributed to the academic discourse.

##### **2.1.1 The concept of Stakeholder Engagement**

Stakeholder engagement refers to the process of involving individuals, groups, or organizations that have an interest in or are affected by a project in its decision-making and implementation processes (Greenwood, 2007; and Lehtinen et al., 2020). In the context of development projects, stakeholder engagement is crucial because these projects often involve multiple stakeholders with diverse interests, including local communities, government agencies, non-governmental organizations (NGOs), and international donors (Nguyen et al., 2018; and Aaltonen and Kujala, 2016).

According to the Project Management Body of Knowledge (PMBOK), stakeholder engagement is defined as "the process of identifying, analyzing, and managing those stakeholders that are affected by or can affect the project's outcome" (PMI, 2021). PMBOK emphasizes that stakeholder engagement is a continuous process throughout the project lifecycle and involves managing stakeholder expectations and fostering appropriate stakeholder involvement. This definition highlights the centrality of stakeholder engagement in project management, as it ensures that the interests and inputs of all relevant parties are considered, leading to more effective decision-making and alignment with stakeholder needs.

Previous studies have highlighted the benefits of effective stakeholder engagement in development projects. Oppong et al. (2017) observed that stakeholder engagement can enhance project outcomes by ensuring that the project aligns with the needs and priorities of the local community. Bayiley et al (2016) also noted that stakeholder engagement can increase project sustainability by fostering a sense of ownership among stakeholders.

Despite the recognized importance of stakeholder engagement in development projects, it is not without challenges. Jepsen et al (2009) identified stakeholder conflicts as a common issue in inter-organizational projects, which can hinder effective stakeholder engagement. Aaltonen et al. (2015) also highlighted the dynamic nature of stakeholder relationships and the need for adaptive stakeholder management strategies in complex projects. These challenges underscore the necessity for a well-structured and contextually appropriate stakeholder engagement strategy, particularly in the complex landscape of development projects.

The UNDP has recognized the importance of stakeholder engagement in its development projects and has developed guidelines and frameworks to facilitate stakeholder engagement (UNDP, 2017). However, there is limited empirical research specifically examining the impact of stakeholder engagement on the success of UNDP projects in Zambia. A study by Mwape (2012) investigated stakeholder participation in UNDP-funded climate resilience projects in Zambia's Western Province. The study found that while stakeholder participation was encouraged, there were challenges in ensuring meaningful engagement, particularly with marginalized groups. Mwape (2012) recommended the need for more inclusive and culturally-sensitive stakeholder engagement strategies.

Similarly, Chikozho (2005) examined stakeholder engagement in the UNDP-supported Integrated Water Resources Management (IWRM) program in Zambia. The study highlighted the importance of stakeholder engagement in ensuring the sustainability of water resources management initiatives but also identified challenges related to power imbalances and conflicting interests among stakeholders. These studies suggest that while UNDP recognizes the importance of stakeholder engagement, there is still significant room for improvement in how these engagements are managed, particularly in ensuring that all relevant stakeholders are effectively involved and that their contributions are adequately integrated into the project outcomes.

## **2.2 Empirical Literature**

Previous empirical studies on organizing external stakeholder engagement have primarily employed qualitative methods, particularly case studies and interviews (Aaltonen et al., 2015; Aaltonen and Sivonen, 2009; Derakhshan et al., 2019; and Lehtinen et al., 2019). The use of case studies has been advantageous in providing rich, contextual insights into the roles,

responsibilities, activities, and arrangements involved in organizing external stakeholder engagement within specific project contexts. For example, Aaltonen et al. (2015) used a case study approach to examine stakeholder dynamics and management strategies in complex nuclear waste repository projects. Similarly, Derakhshan et al. (2019) employed a case study to investigate stakeholder engagement in a megaproject for international development.

These case studies allowed for in-depth exploration of the nuances and challenges associated with organizing external stakeholder engagement in complex, inter-organizational project settings.

Interviews have been a common data collection method, enabling researchers to gather first-hand accounts and perspectives from project stakeholders involved in organizing external stakeholder engagement (Aaltonen and Sivonen, 2009). For instance, Lehtinen et al. (2019) conducted semi-structured interviews with various stakeholders in two infrastructure projects to understand how external stakeholder engagement was organized. While qualitative methods have provided valuable insights, there is a lack of quantitative and mixed-methods studies in this area.

The use of quantitative methods, such as surveys, could potentially offer a more comprehensive understanding of the patterns and relationships involved in organizing external stakeholder engagement across multiple projects and contexts.

### **2.2.1 Findings of Scholars on the Subject**

While empirical research on organizing external stakeholder engagement in inter-organizational projects such as those undertaken by UN agencies is limited, some scholars have provided valuable insights. Previous studies have identified various roles and responsibilities associated with organizing external stakeholder engagement, such as project managers developing stakeholder engagement processes and plans (Olander and Landin, 2005), project owners managing relationships with authorities and local communities (Aaltonen et al., 2008), and dedicated communication teams implementing engagement activities (Gil, 2010).

Scholars have highlighted the various engagement activities and organizational arrangements used to involve external stakeholders, including workshops, working groups,

face-to-face meetings, seminars, and roundtable discussions (Lehtinen et al., 2019; Yang et al., 2011). Additionally, the use of communication technologies and platforms has been highlighted as a means to facilitate stakeholder engagement (Chung et al., 2009).

Empirical studies have explored the dynamic nature of stakeholder relationships and the associated challenges in inter-organizational projects (Aaltonen et al., 2015; Aaltonen and Kujala, 2016). Researchers have identified various stakeholder management strategies employed by internal stakeholders, such as influencing strategies (Aaltonen and Sivonen, 2009), adaptation, compromising, and avoidance strategies (Aaltonen and Sivonen, 2009 and De Schepper et al., 2014). These findings highlight the need for adaptability and proactive management in stakeholder relationships, particularly in projects with diverse and sometimes conflicting interests.

More recent research by Kujala et al. (2024) has emphasized the need for robust stakeholder engagement frameworks, particularly in projects with complex and diverse stakeholder ecosystems. Their study highlights the importance of transparency, adaptability, and inclusivity in stakeholder management, suggesting that these elements are essential for mitigating conflicts and enhancing project outcomes. Similarly, Mitchell et al. (2021) discuss the application of the Stakeholder Salience Model to prioritize stakeholders based on their power, legitimacy, and urgency. They argue that such prioritization enables organizations to focus their resources on stakeholders with the most significant influence on project success while ensuring equitable representation in decision-making processes.

Furthermore, Nguyen et al. (2024) delve into the role of communication strategies in stakeholder engagement. They argue that regular and effective communication fosters trust and minimizes the risk of misalignment between stakeholders and project teams. Their findings indicate that communication is not merely a procedural tool but a strategic asset underpinning successful stakeholder relationships in project management. Similarly, Toma et al. (2021) demonstrate the practical challenges of stakeholder engagement in resource-constrained environments, such as financial limitations, cultural differences, and weak institutional frameworks. They suggest that capacity building and institutional strengthening are crucial for overcoming these challenges and ensuring effective stakeholder participation.

Despite these contributions, there remains a need for more comprehensive empirical research to address existing knowledge gaps and develop a holistic understanding of

external stakeholder engagement in inter-organizational project contexts. By integrating theoretical insights with practical strategies, future studies can provide actionable frameworks for fostering more effective and sustainable stakeholder collaboration.

## **2.3 Theoretical Framework**

The theoretical framework for this study aims to establish the existing theories related to stakeholder engagement and project success, particularly in the context of development projects by the UNDP in Zambia. This framework will explore the relationships between these theories, the extent to which they have been investigated, and propose new hypotheses for empirical testing.

### **2.3.1 Stakeholder Theory**

Stakeholder theory posits that organizations should create value for all stakeholders, not just shareholders (Freeman, 2010). Stakeholders are defined as any group or individual who can affect or is affected by the achievement of the organization's objectives. This theory is foundational for understanding the importance of engaging various stakeholders in development projects. It emphasizes the need for inclusive decision-making processes that consider the interests of all parties involved.

The stakeholder theory guided the identification and analysis of relevant stakeholders in UNDP projects, ensuring that their interests and influence were systematically incorporated into the project planning and implementation processes. This approach helped the study in assessing how well UNDP initiatives align with the needs and priorities of different stakeholder groups.

### **2.3.2 Stakeholder Salience Model**

The model which was developed by Mitchell et al., (1997) categorizes stakeholders based on their power, legitimacy, and urgency. Stakeholders with high salience are those who possess all three attributes. The model helped in identifying which stakeholders are most critical to engage in each specific UNDP project in Zambia. It provided a framework for prioritizing stakeholder engagement efforts.

In the context of this study, the Stakeholder Salience Model was employed to prioritize the engagement strategies for different stakeholder groups in UNDP projects in Zambia. By identifying the most critical stakeholders to the success of these projects, the model has helped in developing more targeted and effective strategies for stakeholder involvement and collaboration. This prioritization is essential for ensuring that the most influential and relevant stakeholders are actively engaged, thereby enhancing the likelihood of project success (Mitchell et al., 1997).

### **2.3.3 Project Success Criteria**

Project success is often measured by criteria such as time, cost, quality, and stakeholder satisfaction. The criteria can vary depending on the project's context and objectives. Understanding what constitutes project success in the context of UNDP projects in Zambia is crucial for evaluating the impact of stakeholder engagement (Pinto and Slevin, 1988). For the purpose of this study, this criterion will provide the benchmarks against which the effectiveness of stakeholder engagement will be assessed in this study. By evaluating how well UNDP projects meet these criteria, the study will be able to determine the extent to which effective stakeholder engagement contributes to the overall success and sustainability of the projects.

## **2.4 Conceptual Framework**

The conceptual framework for this study aimed to delineate the specific variables and relationships that were examined to understand the impact of stakeholder engagement on the success of UNDP development projects in Zambia. This framework guided the data collection and analysis processes, ensuring a focused and systematic approach to investigating the research problem.

### **2.4.1 Key Concepts and Variables**

2.5.1.1 Stakeholder Engagement: The process of involving individuals, groups, or organizations that have an interest in or are affected by a project in its decision-making and implementation processes (Greenwood, 2007). The dimensions include:

- i. Stakeholder Identification and Analysis: Identifying who the stakeholders are and understanding their interests, influence, and impact on the project;
- ii. Stakeholder Communication: The methods and frequency of communication with stakeholders;
- iii. Stakeholder Participation: The extent to which stakeholders are involved in the decision-making process; and
- iv. Stakeholder Management Strategies: The strategies used to manage stakeholder relationships and expectations.

2.5.1.2 Project Success (PS): The achievement of project objectives within the constraints of time, cost, quality, and stakeholder satisfaction. The dimensions include:

- (a) Time: Completing the project within the scheduled timeframe;
- (b) Cost: Completing the project within the allocated budget;
- (c) Quality: Meeting the specified quality standards and requirements; and
- (d) Stakeholder Satisfaction: The degree to which stakeholders are satisfied with the project outcomes.

2.5.1.3 Contextual Factors (CF): External and internal factors that influence the stakeholder engagement process and project success. The dimension include:

- i. Project Complexity: The degree of complexity in terms of technical, organizational, and environmental factors;
- ii. Cultural Context: The cultural dynamics and sensitivities that affect stakeholder engagement; and
- iii. Regulatory Environment: The policies, regulations, and legal frameworks governing the project.

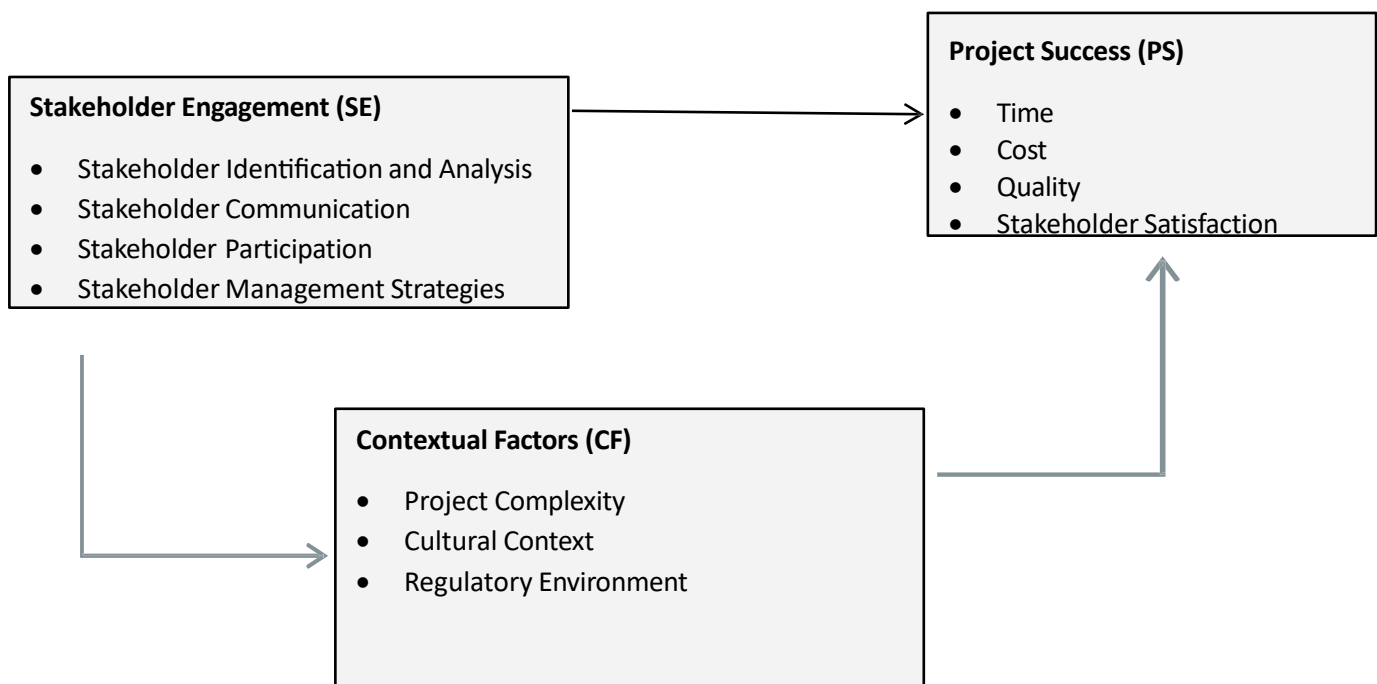
## **2.5 Conceptual Model**

The conceptual model underpinning the study illustrated the hypothesized relationships between the key variables. It posits that:

2.5.1 Effective stakeholder engagement positively influences project success by fostering collaboration, trust, and alignment with stakeholder priorities.

2.5.2 Contextual factors moderate the relationship between stakeholder engagement and project success, either facilitating or hindering the effectiveness of engagement strategies.

This model provides a visual and analytical structure for exploring these relationships empirically. It highlights the interplay between the dimensions of stakeholder engagement, the criteria for project success, and the contextual factors that influence these processes.



**Figure 1: Stakeholder Engagement/Success Conceptual Model**

**Source:** Nguyen et al., 2018

The conceptual model above centres on Stakeholder Engagement, encompassing stakeholder identification, communication, participation, and management strategies. These elements are linked to Project Success (PS), measured by time, cost, quality, and stakeholder satisfaction. The model posits that effective stakeholder engagement positively influences these criteria, improving project performance and sustainability.

Incorporating Contextual Factors (CF) i.e. project complexity, cultural dynamics, and the regulatory environment—the model acknowledges the broader influences on both

stakeholder engagement and project success. It illustrates how effective communication, for instance, enhances stakeholder satisfaction, leading to better project outcomes.

### **2.5.1 Application to UNDP Projects in Zambia**

The conceptual framework is specifically tailored to the context of UNDP projects in Zambia. It acknowledges the unique challenges faced in this environment, such as resource limitations, political dynamics, and diverse stakeholder needs. By integrating theoretical insights with practical considerations, the framework ensures a comprehensive analysis of how stakeholder engagement strategies are implemented, the contextual barriers encountered, and the extent to which these efforts contribute to project success.

This approach not only provides actionable recommendations for improving stakeholder engagement practices in UNDP projects but also contributes to the broader discourse on sustainable development and project management in similar contexts.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Research methodology outlined the methods employed to address the research objectives and questions outlined in this study. The methodology provides a detailed explanation of the research design, study population, sampling techniques, data collection methods, and data analysis procedures, ensuring the validity and reliability of the findings.

#### **3.2 Research Design**

The study adopted a convergent mixed-methods design, which involved the collection and analysis of both qualitative and quantitative data separately, followed by the integration of findings to provide a comprehensive understanding of stakeholder engagement and its impact on project success in UNDP projects in Zambia. The convergent design was particularly suited to this research because it allowed for the simultaneous examination of measurable outcomes and in-depth stakeholder experiences, ensuring a well-rounded analysis of the research problem (Creswell, 2014).

The choice of the framework was guided by the need to combine the strengths of qualitative and quantitative approaches. The qualitative component provided rich, descriptive data on stakeholder dynamics and contextual influences, while the quantitative component offered statistical insights into the relationships between engagement factors and project success.

The qualitative inquiry was guided by a case study design, focusing on UNDP development projects in Zambia. The case study approach enabled an in-depth exploration of stakeholder engagement practices within a specific organizational and contextual framework (Yin, 2014).

Data was collected through semi-structured interviews with key stakeholders, and document analysis of project reports and policies. This triangulation ensured the reliability and depth of qualitative findings.

The quantitative inquiry employed a non-experimental survey design, which involved administering structured questionnaires to a diverse sample of stakeholders. The survey captured measurable data on communication frequency, inclusivity, and satisfaction with project outcomes (Fowler, 2014).

The questionnaire included both closed-ended questions and demographic queries to facilitate descriptive and inferential statistical analyses.

Guided by a thematic analysis approach, the qualitative data were coded and organized into themes that reflected stakeholder perceptions, engagement strategies, and contextual challenges (Braun and Clarke, 2006). This approach aligned with the constructivist paradigm, emphasizing the subjective experiences of stakeholders.

Quantitative data were analyzed using descriptive statistics to summarize stakeholder engagement patterns and inferential statistics (e.g., correlation and regression analyses) to examine relationships between stakeholder engagement variables and project success criteria (Creswell and Clark, 2018).

### **3.3 Study Population**

The study population consisted of individuals and groups directly involved in the planning, implementation, and evaluation of UNDP development interventions in Zambia. Given the focus on stakeholder engagement, the population included stakeholders who play crucial roles in these projects. These stakeholders were essential to the study as they provided the perspectives and insights necessary to understand the dynamics of stakeholder engagement within the context of UNDP's operations.

### **3.4 Sample Size**

In order to determine the appropriate sample size for this study, it is important to consider the organizational structure and project distribution of UNDP Zambia. The organization is structured into three core portfolios: 1) Inclusive Growth 2) Environment and Energy, and 3) Governance and Gender. Currently, UNDP Zambia is implementing 17 projects, categorized as follows: 8 projects in inclusive growth, 5

projects in governance and gender, and 4 projects in environment and energy. Additionally, there are seven other projects, including management projects and global or regional initiatives, which are not directly managed by the Zambia country office.

Given the finite number of projects and the need for a representative sample, the Yamane formula (Yamane, 1967) was employed to calculate an appropriate sample size. The Yamane formula is expressed as follows:

Where:

- $n$  = sample size
- $N = 17$  (the total number of projects)
- $e = 0.05$  (representing a 5% margin of error)

The calculation yields an approximate sample size of 16 projects. Therefore, to ensure the representativeness of this sample, a proportional stratification approach was utilized, reflecting the distribution of projects across the three core portfolios, as illustrated in the table below:

**Table 1: Distribution of projects in UNDP**

<b>Portfolio</b>	<b>Total No of projects</b>	<b>% of total</b>	<b>Sample size</b>
<i>Inclusive Growth Pillar</i>	8	47%	7
<i>Governance and Gender Pillar</i>	5	29%	5
<i>Environment and Energy Pillar</i>	4	24%	4
<b>Total</b>	17	100%	16

In addition to selecting the projects, the study also focused on sampling individuals within these projects. Purposive sampling was employed, as it allowed for the selection of information-rich cases (Patton, 2015). Overall, individuals within the selected projects included UNDP project managers and staff, project partners, government officials, and local community leaders and beneficiaries.

This comprehensive approach to sampling ensured that the study captured a wide spectrum of stakeholder perspectives, providing a robust analysis of stakeholder

engagement practices across different levels and sectors involved in UNDP projects in Zambia.

### **3.5 Sampling Techniques**

The study employed a combination of purposive sampling and stratified random sampling to ensure the inclusion of diverse perspectives while maintaining the relevance and representativeness of the sample. These techniques aligned with the study's mixed-methods design, addressing the requirements of both qualitative and quantitative data collection.

Purposive sampling was used to select participants for semi-structured interviews and focus group discussions. This technique was chosen to ensure the inclusion of individuals with direct experience and expertise relevant to UNDP development projects in Zambia. Participants included project managers, government officials, representatives from civil society organizations, and community beneficiaries. The selection criteria emphasized diversity in roles, responsibilities, and levels of influence within the projects, ensuring a holistic exploration of stakeholder dynamics.

Stratified random sampling was applied to distribute the questionnaire among a broader stakeholder population. This technique ensured representation across different stakeholder groups, including government agencies, NGOs, local communities, and donors. The population was divided into strata based on stakeholder categories, and participants were randomly selected within each stratum. This approach minimized sampling bias and enhanced the generalizability of the findings.

### **3.6 Data Collection**

For this qualitative study, both primary and secondary data collection methods were used to gather comprehensive information on stakeholder engagement in UNDP development interventions in Zambia.

Semi-structured interviews served as a primary data collection tool, allowing for in-depth exploration of stakeholder experiences and perspectives. This method is particularly suited to the narrative research design, as it facilitates the collection of detailed personal stories and reflections (Kvale & Brinkmann, 2009). Interviews were conducted with key stakeholders, including UNDP project managers, government

officials, local community leaders, and representatives from civil society organizations. The semi-structured format ensured that while the interviews are guided by a set of predetermined questions, there is also flexibility to probe deeper into issues that emerge during the interviews.

In addition to interviews, structured questionnaires were administered to a broader group of stakeholders. The questionnaires included both closed and open-ended questions designed to capture quantitative data on stakeholder perceptions and practices, as well as additional narrative data through open-ended responses. The use of questionnaires allowed for the collection of data from a larger sample, facilitating the generalization of certain findings while also providing supplementary qualitative insights. The closed-ended questions helped quantify aspects of stakeholder engagement, such as frequency of interactions and satisfaction with engagement processes, while the open-ended questions allowed respondents to elaborate on their experiences and provide context to their responses.

A desk review was conducted to gather secondary data from existing documents, reports, and literature related to stakeholder engagement in UNDP projects. This method involved the systematic examination of relevant project reports, policy documents, evaluations, and other official records. The desk review serves multiple purposes: it provides contextual background information, aids in identifying trends and patterns in stakeholder engagement, and helps to triangulate the findings from primary data sources (Bowen, 2009). The desk review also supported the identification of best practices and challenges documented in prior studies, contributing to a more comprehensive understanding of the research problem.

Triangulation was employed to enhance the credibility and validity of the research findings by cross-verifying data obtained from multiple sources and methods (Denzin, 2017). In this study, triangulation involved comparing and integrating data from interviews, questionnaires, and desk reviews. By examining the consistency and convergence of findings across different methods, triangulation helps to mitigate potential biases and provides a more robust understanding of stakeholder engagement.

### **3.7 Data Analysis**

The data analysis process in this study followed a systematic approach to address the mixed-methods design, where qualitative and quantitative data were analyzed separately before integrating findings to provide a comprehensive understanding of stakeholder engagement and project success. The qualitative data, collected from interviews, and document analysis, were analyzed using thematic analysis, as outlined by Braun and Clarke (2006). This involved familiarizing with the data by reading, coding key text segments to reflect stakeholder engagement practices and challenges, and grouping related codes into broader themes such as communication, trust-building, inclusivity, and contextual challenges. Themes were reviewed for coherence and refined to ensure they accurately represented the data. Additionally, insights from project reports and policy documents were integrated to validate and enrich the findings, allowing for a nuanced exploration of the qualitative dimensions.

The quantitative data, derived from questionnaire responses, were analyzed using descriptive and inferential statistical methods. Descriptive statistics, such as measures of central tendency and variability, were used to summarize stakeholder engagement patterns and satisfaction levels with project outcomes. Inferential statistics, including correlation analysis, examined the relationships between stakeholder engagement dimensions, such as communication and participation, and project success indicators like time, cost, quality, and stakeholder satisfaction. Statistical software, STATA MP 17, facilitated the accurate and efficient analysis of the quantitative data, providing robust empirical support for the study's conclusions.

The integration of findings occurred during the interpretation phase, where qualitative themes were compared with quantitative trends to identify convergences and divergences. This triangulation ensured that the conclusions drawn were supported by both empirical data and stakeholder perspectives. By combining thematic and statistical analyses, the study captured both subjective experiences and measurable trends, providing a holistic understanding of how stakeholder engagement influences project success. This dual approach enhanced the validity and reliability of the findings, aligning with the mixed-methods design to comprehensively address the research objectives.

### **3.8 Ethical Considerations**

First and foremost, the researcher sought approval from the ethics committee at the University of Lusaka. Written permission was obtained from the relevant authorities, clearly stating the jurisdiction in which the research was conducted. Informed consent procedures were diligently followed, ensuring that all participants were fully informed about the study's purpose, potential risks, and their right to withdraw at any stage. Confidentiality measures were implemented to safeguard the identities of participants, including the use of pseudonyms and secure storage of sensitive information (Bryman, 2016).

## **CHAPTER FOUR**

### **PRESENTATION OF RESULTS**

#### **4.1 Introduction**

After examining the methodology in detail in the previous chapter, this section focusses on the core element of our study through the presentation of findings. The chapter presents data analysis and presentation of results according to specific objectives.

The sections below present the information that was gathered through internal UNDP staff interviews and external partners detailed questionnaire on the effects of stakeholder engagement on project delivery: a case of the United Nations Development Programme in Zambia.

#### **4.2 Responses by UNDP Project Staff**

Insights were gathered from semi-structured interviews with project managers/ project focal points involved in UNDP initiatives in Zambia. The responses demonstrated the different dynamics of stakeholder engagement, revealing common themes, challenges, and recommendations for improvement.

##### **4.2.1 Key Roles and Responsibilities of Respondents**

The project focal points or managers interviewed played important roles in ensuring the successful implementation of UNDP projects. Their responsibilities spanned from coordinating activities, engaging stakeholders, ensuring alignment with project goals, addressing technical challenges, to ensuring compliance with donor requirements, respondents covered all three pillars of UNDP work in Zambia.

##### **4.2.2 Critical Factors Influencing Stakeholder Engagement**

All respondents underscored the major importance of communication as the cornerstone of effective stakeholder engagement. Clear communication, transparency, and trust-building were recurring themes.

One respondent emphasized transparency and ensuring stakeholders see tangible benefits, noting that:

"Stakeholders are more engaged when they see real outcomes of their involvement. For instance, during a livelihood's improvement project, tangible outcomes such as increased crop yields and access to microfinance significantly boosted stakeholder confidence and involvement"

Another pointed out the importance of trust and open channels for dialogue, stating "Building trust is a gradual process, but it's indispensable for sustaining engagement." sharing how consistent communication over months helped bridge mistrust between UNDP and a community skeptical of external interventions.

The third added that understanding stakeholders' scope of work and fostering relationships were key to maintaining engagement. This convergence indicates that fostering trust and clarity is central to overcoming challenges in multi-stakeholder environments.

#### **4.2.3 Stakeholder Identification and Categorization**

The methods for identifying and categorizing stakeholders varied across projects but shared core principles. One manager relied on community consultations, leveraging local leadership structures to identify influential stakeholders in a climate resilience project. For example, village leaders and cooperative heads were consulted to ensure that project benefits reached the most vulnerable.

Another respondent, working on governance projects, prioritized stakeholders such as the ECZ and judiciary based on their impact on electoral processes, stating, *"In the case of elections, the ECZ is pivotal as custodians of the process in this country."*

A third manager used a beneficiary administration matrix during an agricultural project to identify participants based on economic vulnerability and knowledge of farming practices.

These strategies highlight the need for tailored stakeholder mapping that aligns with project objectives and local contexts.

#### **4.2.4 Communication Strategies and Effectiveness**

Communication strategies reported by respondents included regular progress meetings, participatory workshops, and the use of digital platforms. One manager explained that participatory workshops were particularly effective, sharing that *"over 80% of key decisions are made during participatory workshops."* For instance, a climate-smart agriculture project held quarterly workshops with farmers and local government officials, enabling joint decision-making on crop selection and irrigation methods.

Another respondent emphasized the utility of technical and steering committee meetings, particularly in governance projects, where these forums ensured strategic alignment between implementing agencies and donor priorities.

The third respondent noted the growing reliance on digital platforms, such as Zoom and WhatsApp, for engaging stakeholders in geographically dispersed regions, estimating that *"about 30% of our engagements now happen via digital platforms."* However, challenges such as inconsistent internet connectivity and varying digital literacy levels underscored the need for adaptable communication methods.

#### **4.2.5 Challenges in Stakeholder Engagement**

The respondents identified several challenges, including political sensitivities, cultural barriers, and bureaucratic delays. One manager cited delays caused by late engagement with government partners, recounting how a water infrastructure project experienced months-long setbacks due to a lack of approvals from the relevant ministry.

Another respondent shared how political dynamics disrupted progress in an electoral capacity-building initiative, stating, *"Political agendas frequently create roadblocks in achieving consensus."*

The third interviewee highlighted leadership transitions in partner agencies as a recurring challenge, observing that newly appointed officials often required extensive onboarding, which slowed project timelines. For example, a climate adaptation project faced delays after a local government reshuffle required renegotiations with new leadership.

#### **4.2.6 Impact of Stakeholder Engagement on Project Success**

The interviewees revealed both positive and negative impacts of stakeholder engagement. One respondent noted that active community involvement in a climate resilience project led to significant adoption of climate-smart practices, estimating that *"over 70% of farmers in targeted communities adopted new practices."* However, they also acknowledged that poor initial engagement with government stakeholders caused delays.

Another respondent highlighted improved voter education campaigns due to effective collaboration with the ECZ but observed that misalignment with stakeholders delayed certain project activities, noting, *"Two project activities had to be rescheduled due to misalignment with key partners."* These examples underscore how early and sustained stakeholder engagement can directly influence project outcomes.

#### **4.2.7 Recommendations for Enhancing Stakeholder Engagement**

The respondents provided practical recommendations to improve stakeholder engagement. One suggested strengthening ownership through inclusive project development and capacity-building initiatives, stating, *"Involving stakeholders in project design ensures better buy-in and sustainability."* For instance, engaging community leaders in the planning stages of a renewable energy project ensured their commitment to maintaining solar panels post-installation.

Another interviewee recommended high-level consultative forums to address political hurdles, sharing how ministerial-level meetings during a governance project helped navigate political bottlenecks.

The third interviewee advocated for enhanced stakeholder mapping and early engagement, emphasizing that *"early identification of stakeholders helps streamline roles and prevents last-minute conflicts."* These recommendations collectively stress the importance of proactive, inclusive, and context-sensitive strategies for enhancing collaboration and achieving sustainable outcomes.

### 4.3 Responses by UNDP External Partners

Following the insights gathered from UNDP project staff, the perspectives of external partners provide a very important external lens to evaluate stakeholder engagement practices. These responses, collected through structured questionnaires, were analysed using both quantitative and qualitative methods to provide a comprehensive understanding of external stakeholders' experiences and perceptions. While the project staff focused on internal mechanisms and strategies, the external partners' feedback sheds light on the effectiveness of these practices in fostering collaboration, communication, and alignment. This section presents an analysis of external partners' responses, highlighting key demographic characteristics, critical factors influencing engagement, and the challenges faced, thereby offering a balanced view of stakeholder dynamics in UNDP projects.

#### 4.3.1 Background characteristics of respondents

Table 2: Background characteristics of respondents

Background characteristics	Freq.	Percent
<b>Sex</b>		
Female	10	45.5
Male	12	54.5
<b>Age</b>		
25-34	4	18.2
35-44	7	31.8
45-54	8	36.4
55+	3	13.6
<b>Education attainment</b>		
Bachelor's Degree	3	13.6
Certificate/Diploma	2	9.1
Doctorate	1	4.5
Master's Degree	16	72.7
<b>Employment Status</b>		
Employed full-time	17	77.3
Employed part-time	1	4.5
Self-employed	3	13.6
Other	1	4.5
<b>Role/Position in the Organization/Project</b>		
Communication Specialist	1	4.8
Government Representative	8	38.1
Monitoring & Evaluation Specialist	1	4.8
NGO Representative	2	9.5
Program Officer	4	19.0
Project Manager	1	4.8
Other	4	19.0
<b>Total</b>	<b>22</b>	<b>100</b>

Table 2 gives a summary of the background characteristics of 22 respondents. More than half of the respondents were males (54.5%), while females were 45.5%. By age, the largest proportion were between 45-54 years (36.4%), followed by those aged 35-44 years (31.8%). The smallest was aged 55 years and above (13.6%). In relation to educational attainment, most respondents had a Master's degree (72.7%), reflecting a highly educated sample. Slightly smaller proportions hold a Bachelor's degree (13.6%), a Certificate or Diploma (9.1%), or a Doctorate (4.5%).

The main employment status was full-time employees accounting for 77.3%, self-employment accounts for 13.6%, and 4.5% were part-time employees. The largest group is that of government representatives at 38.1%. Other roles include program officers at 19.0%. Smaller groups include NGO representatives at 9.5%, project managers at 4.8%, monitoring and evaluation specialists at 4.8%, and communication specialists at 4.8%.

#### 4.3.2 Most critical factors that contribute to effective stakeholder engagement in UNDP projects

*Table 3: Key factors to effective stakeholder engagement*

Key factors	Not important	Slightly	Moderately	Very	Extremely
Communication between stakeholders	0	0	0	0	100
Inclusivity in decision-making	0	4.6	4.6	18.2	72.7
Clarity of roles and responsibilities	0	0	9.1	9.1	81.2
Availability of resources for engagement	0	0	9.1	4.6	86.4
Consistent and transparent reporting	0	0	4.6	9.1	86.4
Trust and relationship-building	0	4.6	4.6	4.6	86.4
Flexibility to address stakeholder concerns	0	4.6	13.6	18.2	63.6
Alignment of project goals with stakeholder interests	0	4.6	13.6	0	81.8
Timely decision-making and feedback	0	4.6	4.6	9.1	81.8

The results in Table 3 show the most critical factors that have contributed to effective stakeholder engagement in UNDP projects. Of these, communication between

stakeholders is the one that stands out as most universally agreed upon: all respondents (100%), consider this factor to be "Extremely important." This unanimity points to the fact that good communication forms the backbone of effective stakeholder engagement and implies clarity, understanding, and alignment by all parties concerned.

Another critical factor is inclusiveness in decision-making, rated "Extremely important" by 72.7% of respondents and "Very important" by 18.2%. This clearly highlights the importance of involvement of all stakeholders in a decision to ensure that diversified perspectives are considered and an element of ownership and working together is achieved. There is, however, the response of 4.6% of respondents for whom this factor was assessed as only Slightly important.

Further, clarity roles and responsibilities were considered "Extremely important" by 81.2% of the respondents, with the remaining ones considering this as "Very important" (9.1%) or "Moderately important" (9.1%). Equally important, 86.4% of the respondents rated the availability of resources for engagement as "Extremely important," providing evidence of the need for sufficient financial, human, and material resources to ensure effective and sustainable engagement.

The ability to report consistently and transparently also came out as a key factor, with 86.4% of respondents marking it as "Extremely important." Transparent reporting fosters trust and accountability, keeping stakeholders informed about progress and challenges. Trust and relationship building were equally weighted, with 86.4% of respondents considering them "Extremely important".

Flexibility in addressing stakeholder concerns was scored as "Extremely important" by 63.6% of respondents and as "Very important" by 18.2%, while others scored it as "Moderately important" (13.6%). Similarly, alignment of project goals with stakeholder interests was rated "Extremely important" by 81.8% of respondents, which shows how imperative it is to ensure that project objectives resonate with stakeholder priorities for better relevance and support.

### 4.3.3 common challenges that hinder effective stakeholder engagement in UNDP projects

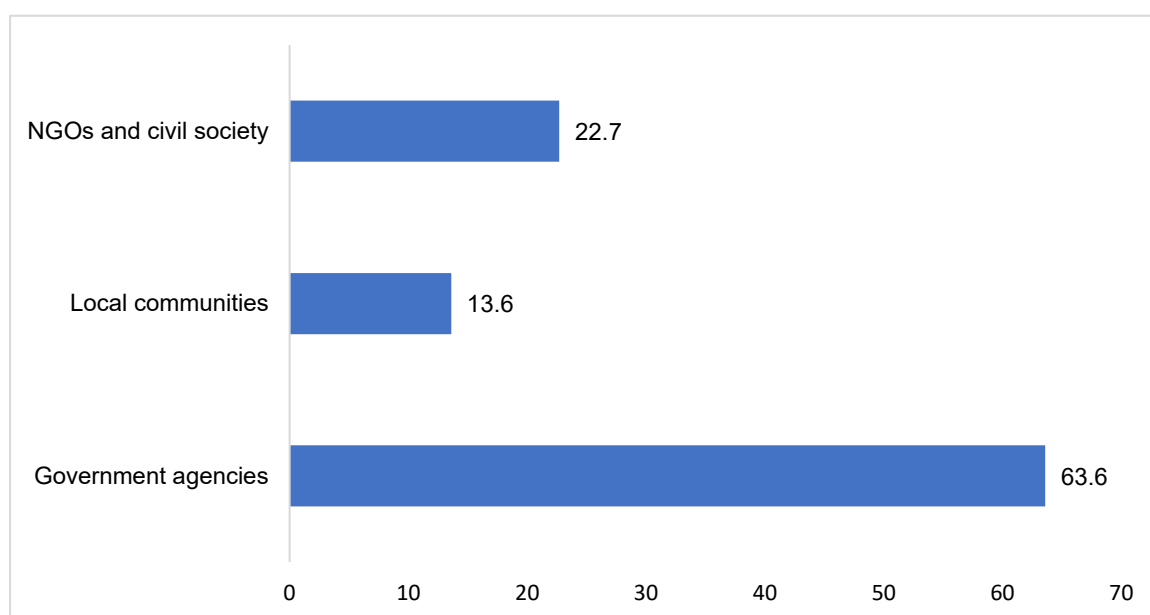
*Table 4: Common Challenges that hinder effective stakeholder engagement in UNDP projects*

<b>Challenge</b>	<b>Responses</b>	<b>% of Responses</b>	<b>% of Cases</b>
Lack of Communication	9	25.0%	40.9%
Misalignment of Goals and Priorities	8	22.2%	36.4%
Financial Constraints	7	19.4%	31.8%
Limited Stakeholder Trust	4	11.1%	18.2%
Political Influence and Interference	4	11.1%	18.2%
Cultural and Social Barriers	3	8.3%	13.6%
Unawareness of Areas of Collaboration	1	2.8%	4.6%
<b>Total</b>	<b>36</b>	<b>100.00%</b>	

One of the few recurring themes from challenges that hinder effective stakeholder engagement is that communication is always going to be a challenge. It was noted by 40.91% of respondents, that lack of communication will hinder effective stakeholder engagements in UNDP projects. Misaligned goals and priorities as a challenge was reported by 36.36% of respondents.

Thirdly, financial constraints account was mentioned by 31.82% of the respondents. This financial resource limitation would compromise the ability to smoothly implement collaborative projects and gives support to the stakeholders accordingly. Unawareness of the areas of collaboration was the least cited challenge by the respondents at 4.55%.

#### 4.3.4 Stakeholders that are most critical for the success of UNDP projects



**Figure 2: Stakeholders that are critical for the success of UNDP projects**

Figure 2 presents stakeholders that are most critical for success of UNDP projects. Government agencies were the major stakeholders crucial for the success of UNDP projects (63.6%), followed by NGOs and civil society (22.7%) while local communities were the lowest (13.6%).

#### 4.3.5 Current stakeholder engagement practices in UNDP development projects

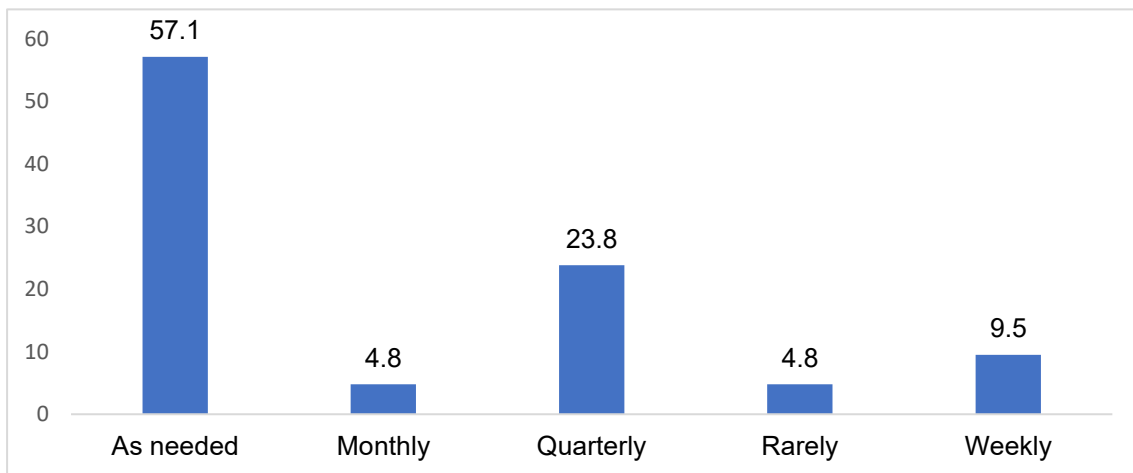
**Table 5: How does the UNDP project you are involved in currently engage you as a stakeholder**

Engagement Practice	Responses	% of Responses	% of Cases
Regular Stakeholder Meetings	15	44.1%	68.2%
Collaborative Workshops	6	17.7%	27.3%
Surveys and Feedback Mechanisms	4	11.8%	18.2%
Online Platforms and Digital Communication	3	8.8%	13.6%
Informal One-on-One Interactions	1	2.9%	4.6%
Other	3	8.8%	13.6%
<b>Total</b>	<b>34</b>	<b>100.00%</b>	<b>---</b>

Current practices of stakeholder engagement reflect multiple of ways to achieve effective collaboration and communication. The most common method employed to

engage stakeholders was regular stakeholder meetings, mentioned by 68.18% of respondents. These meetings provide a regular, structured platform for stakeholders to share updates, align on objectives, and discuss progress. Followed by collaborative workshops (27.27%). Informal one-on-one interactions were the least (4.6%) practice used to engage stakeholders in UNDP projects.

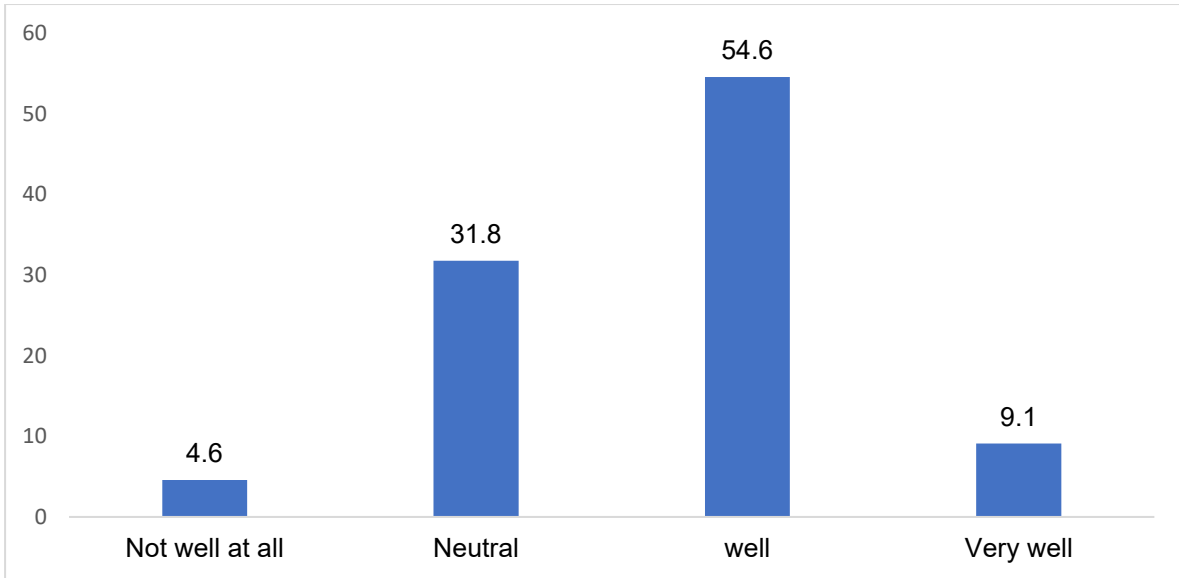
#### 4.3.6 Frequency of engagement as stakeholders throughout the project



**Figure 3: How well are stakeholders’ inputs integrated into decision-making processes**

Figure 3 presents frequency of engagement as stakeholders throughout the project. The majority of the respondents were engaged in the projects as needed (57.1%) compared to those who were monthly or rarely engaged at 4.8%.

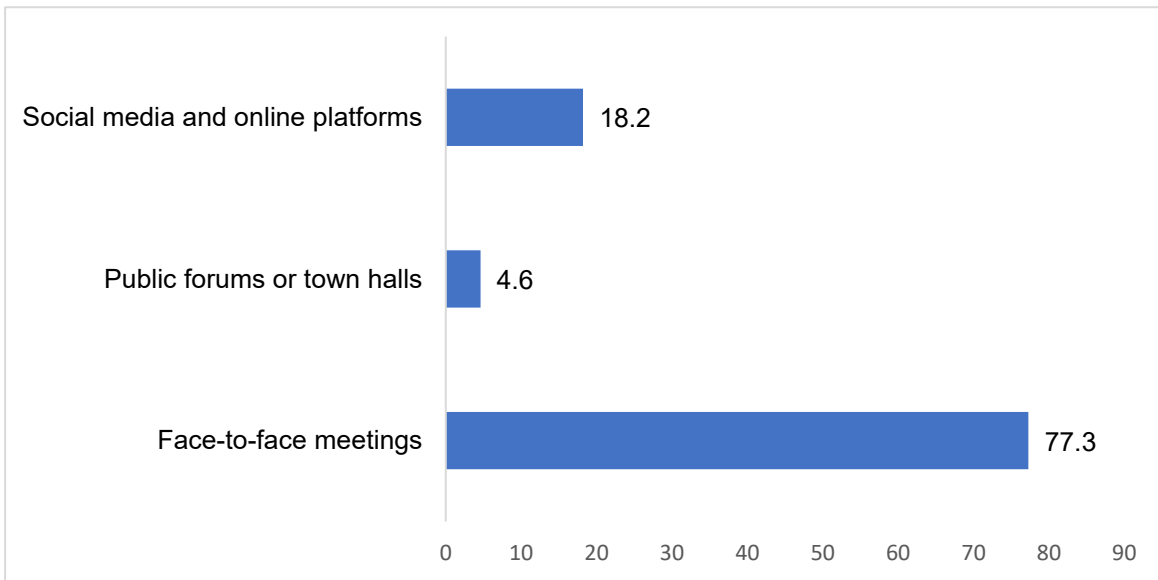
**How well are stakeholders’ inputs integrated into decision-making processes?**



**Figure 4: how well are stakeholders’ inputs integrated into decision-making processes**

Figure 4 shows how well are stakeholders’ inputs integrated into decision-making processes. More than half reported that stakeholders’ inputs were well integrated into decision-making processes (54.6%) compared to only 4.6% who responded that they were not well at all integrated into the decision-making process.

**4.3.7 Communication channels most effective for engaging stakeholders**



**Figure 5: Communication channels most effective for engaging stakeholders**

Figure 5 presents the communication channels most effective for engaging stakeholders. The majority preferred face to face meetings (77.3%), while the minority opted public forums or town halls (4.6%).

## Obstacles faced when engaged in projects by UNDP

*Table 6: Obstacles faced when engaged in projects by UNDP*

<b>Obstacle</b>	<b>Responses</b>	<b>% of Responses</b>	<b>% of Cases</b>
Time Constraints	10	37.0%	47.6%
Geographic Isolation	8	29.6%	38.1%
Limited Technological Infrastructure	4	14.8%	19.1%
Lack of Interest or Participation	3	11.1%	14.3%
Political and Cultural Sensitivities	1	3.7%	4.8%
<b>Total</b>	<b>27</b>	<b>100.00%</b>	<b>---</b>

Table 6 shows challenges faced during stakeholder engagement in the UNDP projects across Zambia. The time factor has been identified as the greatest barrier (47.62%). Followed by geographic isolation (38.10%), shows that it is difficult to organize stakeholders in remote or rural areas. The large distance in Zambia, along with a lack of transportation infrastructure, presents a serious barrier to physically attending meetings or workshops.

A lack of interest or participation, as mentioned 14.29% of respondents, points to disengagement among certain stakeholders. Political and cultural sensitivities were least reported obstacle encountered when engaged in the project (4.76%).

### 4.3.8 Framework for enhancing stakeholder collaboration and improving the success rates of development interventions

#### 4.3.8.1 Strategies to enhance collaboration among stakeholders in UNDP development projects

*Table 7: Strategies to enhance collaboration among stakeholders in UNDP development projects*

<b>Response</b>	<b>Responses</b>	<b>% of Responses</b>	<b>% of Cases</b>
Establishing joint planning committees	15	68.2%	68.2%
Organizing more frequent consultations	2	9.1%	9.1%
Strengthening stakeholder capacity-building	2	9.1%	9.1%
Using digital platforms for easier comm	2	9.1%	9.1%
<b>Total</b>	<b>22</b>	<b>100.0%</b>	<b>100%</b>

Table 7 presents strategies to enhance collaboration among stakeholders in UNDP development projects. The results showed a strong preference for the strategy of Establishing Joint Planning Committees (68.18%) to enhance collaboration among stakeholders. Other strategies, such as Organizing More Frequent Consultations, Strengthening Stakeholder Capacity-Building, and Using Digital Platforms for Easier Communication, each account for 9.09% to enhance collaboration among stakeholders in UNDP development project.

#### 4.3.8.2 Key factors that should be prioritized in a framework aimed at enhancing stakeholder collaboration

**Table 8: Key factors that should be prioritized in a framework aimed at enhancing stakeholder collaboration**

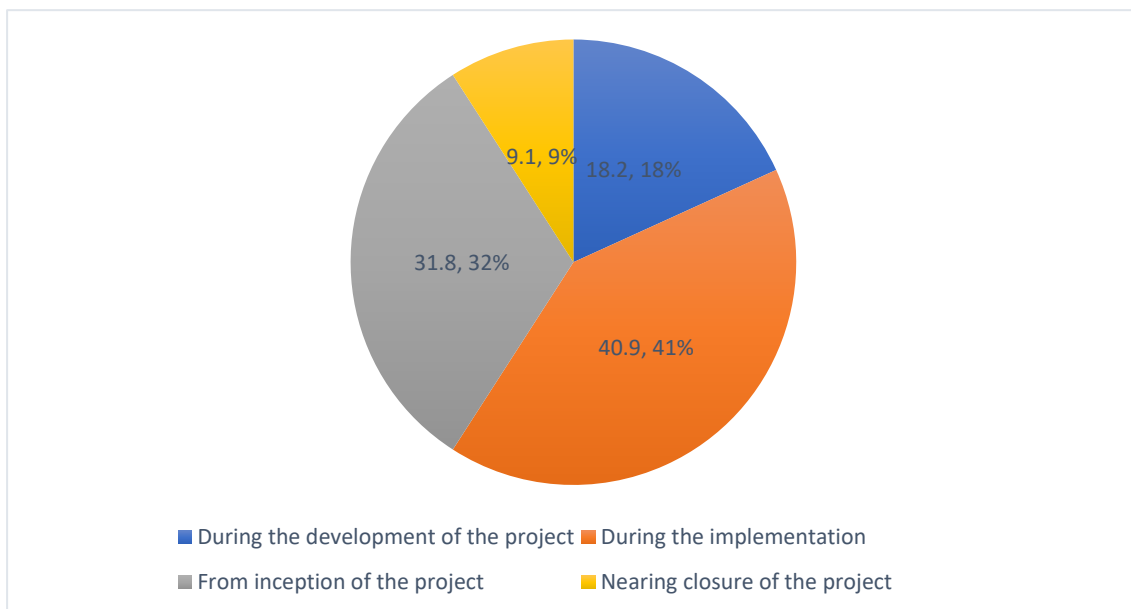
<b>Key factors</b>	<b>Extremely</b>	<b>Very important</b>	<b>Moderately</b>	<b>Slightly</b>	<b>Not at all</b>
Clear communication protocols	59.1	13.6	9.1	0	18.2
Defined roles and responsibilities	59.1	18.2	4.6	0	18.2
Accountability mechanisms	54.6	18.2	13.6	4.6	9.1
Stakeholder capacity development	59.1	9.1	13.6	4.6	13.6
Inclusion of marginalized or vulnerable groups	59.1	13.6	4.6	0	22.7
Flexibility and adaptability of engagement methods	36.4	31.8	9.1	0	22.7
Timely resolution of conflicts and concerns	50	9.1	18.2	4.6	18.2

Results in Table 8 show the ranking of important factors that will help improve stakeholder collaboration. A substantial number of the respondents felt that clearly defining the communications protocol is a critical factor, with a rating of 59.1% as "extremely important." Similarly, defined roles and responsibilities were rated "extremely important" by 59.1% of the respondents, implying that clarity in the expectations from various stakeholders is necessary to avoid confusion and ensure coordinated effort with minimal overlapping or conflicting situations.

Accountability mechanisms also surfaced, as 54.6% rated them "extremely important." This implies that clearly transparent and organized ways of monitoring and evaluation procedures are required for stakeholder contributions to build trust in the engagement. The factor of inclusiveness of the marginalized or vulnerable groups surfaced as the next critical variable, rated by 59.1% as "extremely important."

Meanwhile, flexibility and adaptability of engagement methods received a more varied response, with 36.4% rating it as "extremely important" and 31.8% as "very important," suggesting that while adaptability is valued, it may not be universally viewed as a top priority.

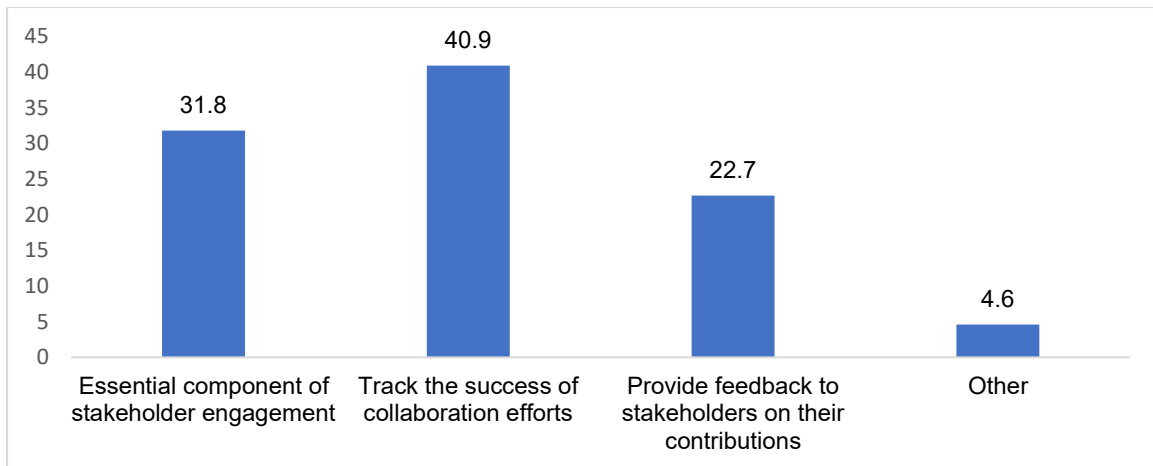
### Duration of involvement in the project



**Figure 6: Duration of involvement in the project**

Figure 6 shows the duration of stakeholder involvement in the project. The highest percent distribution of respondents were involved during the project implementation (40.9%), followed by those who got involved from inception of the project, while the lowest were those who were involved nearing at the closure of the project (9.1%).

### Monitoring and Evaluation (M&E) role in enhancing stakeholder collaboration in UNDP projects



**Figure 7: Monitoring and Evaluation (M&E) role in enhancing stakeholder collaboration in UNDP projects**

Figure 7 presents Monitoring and Evaluation (M&E) role in enhancing stakeholder collaboration in UNDP projects. The majority of the respondents reported that the role of M&E is to track the success of collaboration efforts (40.9%), followed by those who reported essential component of stakeholder engagement of stakeholder engagement (31.8%).

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS**

#### **5.1 Introduction**

The findings from this study provided a comprehensive analysis of stakeholder engagement in UNDP development projects in Zambia, integrating insights from both UNDP project staff and external partners. This section was organized based on the study's objectives, with each segment addressing one objective in detail. By focusing on these objectives, the discussion synthesizes qualitative and quantitative findings, theoretical perspectives, and practical implications.

#### **5.2 Key Factors to Effective Stakeholder Engagement in UNDP Projects**

The study revealed several critical factors that underpin effective stakeholder engagement. These include communication, trust and relationship-building, inclusivity in decision-making, clarity of roles and responsibilities, and resource availability.

##### **5.2.1 Communication as the Foundation**

Both UNDP project staff and external partners unanimously identified communication as the most critical factor. Communication was rated "Extremely Important" by 100% of external partner respondents, highlighting its universal relevance. Regular stakeholder meetings, participatory workshops, and digital platforms were cited as effective tools for fostering communication. For instance, one UNDP project manager emphasized that participatory workshops enabled over 80% of key decisions to be made collaboratively, ensuring alignment among stakeholders. Similarly, external partners highlighted that clear communication protocols not only foster understanding but also help address challenges proactively.

Despite its importance, challenges such as inconsistent internet access and digital literacy gaps were noted, particularly in rural areas. These barriers underscore the need for adaptable communication strategies tailored to the specific contexts of stakeholders. For example, combining digital platforms with face-to-face meetings can ensure inclusivity and mitigate technological limitations.

### **5.2.2 Trust and Relationship-Building**

Trust emerged as another cornerstone of effective stakeholder engagement, with 86.4% of external partners rating it as "Extremely Important." Both UNDP staff and external partners emphasized that trust-building is a gradual process that relies on transparency and consistent engagement. For instance, transparent reporting mechanisms, where stakeholders receive regular updates on project progress and challenges, were cited as effective in fostering trust. One project manager shared that such practices helped bridge initial skepticism among community stakeholders, ultimately leading to higher levels of collaboration.

### **5.2.3 Inclusivity and Decision-Making**

Inclusivity was highlighted as essential for fostering a sense of ownership and ensuring diverse perspectives are considered. External partners rated inclusivity as "Extremely Important" (72.7%), emphasizing its role in achieving equitable and relevant project outcomes. UNDP staff corroborated this, sharing examples of participatory workshops where marginalized groups, including women and youth, were actively involved in project planning. However, challenges such as power imbalances and underrepresentation of certain groups were noted, underscoring the need for deliberate efforts to ensure inclusivity.

### **5.2.4 Clarity of Roles and Responsibilities**

Clarity in roles and responsibilities was identified as critical for minimizing confusion and ensuring coordinated efforts. This factor was rated "Extremely Important" by 81.2% of external partners. UNDP staff shared instances where well-defined roles helped streamline engagement processes, particularly in complex projects involving multiple stakeholders. Conversely, unclear roles were cited as a source of conflict and inefficiency, highlighting the importance of clear documentation and communication of stakeholder responsibilities.

### **5.2.5 Resource Availability**

The availability of financial, human, and material resources was another key factor, rated "Extremely Important" by 86.4% of external partners. Limited resources were frequently cited as a barrier to effective engagement, particularly in projects operating in resource-constrained settings. Examples include difficulties in organizing

stakeholder workshops or maintaining consistent communication due to budgetary constraints. Addressing this issue requires strategic resource allocation and leveraging partnerships to enhance engagement efforts.

### **5.3 Current Stakeholder Engagement Practices in UNDP Development Projects in Zambia**

Current stakeholder engagement practices in UNDP projects reflect a diverse range of strategies aimed at fostering collaboration and achieving project goals. However, the effectiveness of these practices varies, influenced by contextual factors and stakeholder dynamics.

#### **5.3.1 Engagement Methods and Their Effectiveness**

The study identified regular stakeholder meetings as the most common engagement method, reported by 68.2% of external partners. These meetings provide structured platforms for sharing updates, aligning objectives, and addressing challenges. Collaborative workshops, reported by 27.3% of respondents, were also noted for their effectiveness in promoting interactive dialogue and joint decision-making. For example, one UNDP project manager shared how workshops with community leaders and government officials facilitated consensus on project priorities.

Digital platforms, though less frequently used (13.6%), were highlighted for their potential in engaging geographically dispersed stakeholders. However, their effectiveness is limited by technological constraints, such as inconsistent internet access and varying levels of digital literacy. This finding underscores the need for hybrid engagement models that combine digital and traditional methods.

##### *5.3.1.1 Frequency of Engagement*

The frequency of stakeholder engagement varied, with 57.1% of respondents indicating they were engaged "as needed." While this approach provides flexibility, it may result in inconsistent engagement, potentially hindering collaboration and trust-building. A more structured approach, with regular engagement intervals, could enhance the predictability and effectiveness of stakeholder interactions.

### *5.3.1.2 Integration of Stakeholder Inputs*

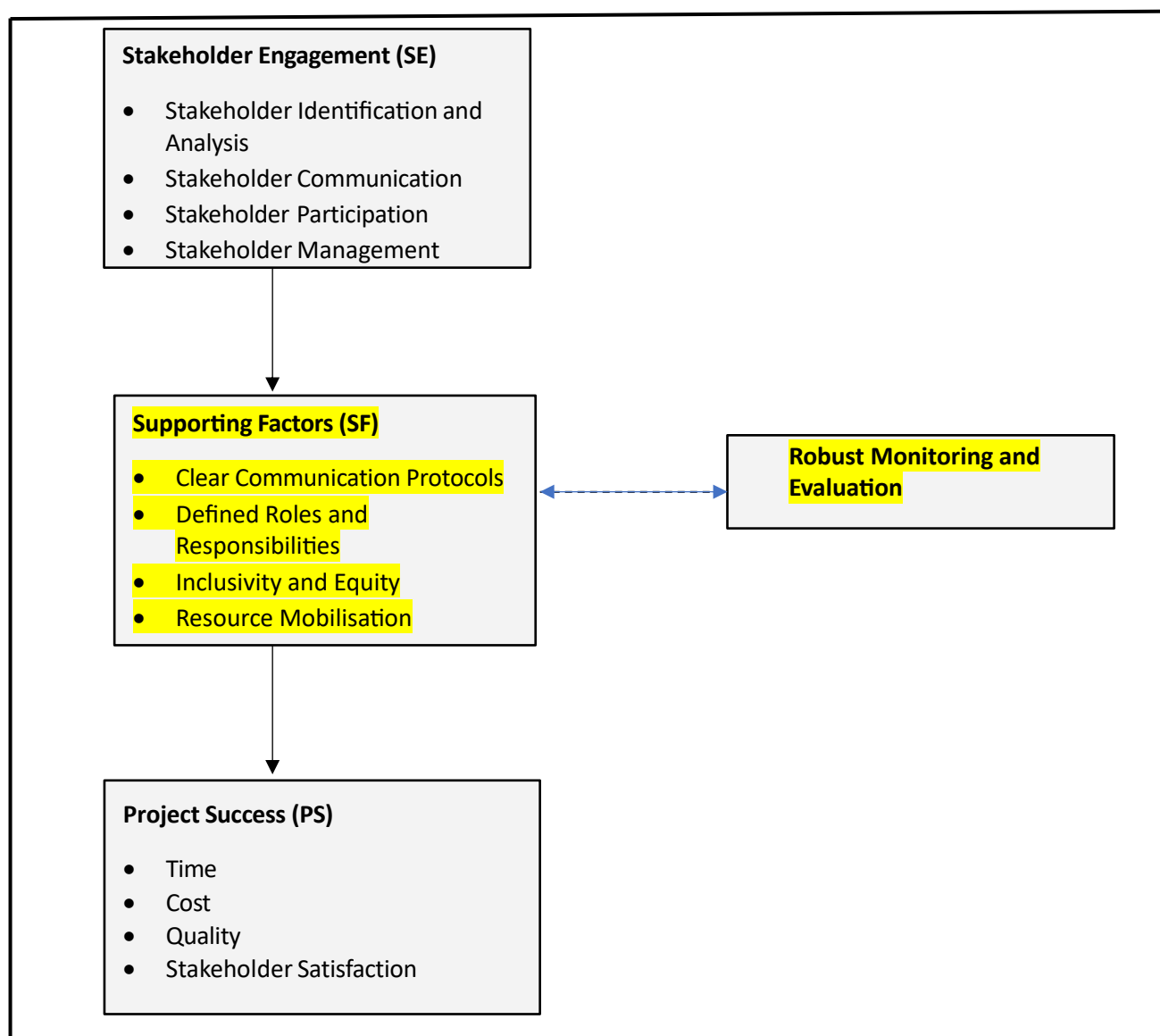
The integration of stakeholder inputs into decision-making processes was rated as "Well Integrated" by 54.6% of respondents. This finding highlights that while stakeholders' contributions are valued, there is room for improvement in ensuring that their inputs are consistently reflected in project decisions. One external partner noted that regular feedback mechanisms, such as surveys and consultations, help capture stakeholder perspectives but emphasized the need for transparent communication on how these inputs influence project outcomes.

### *5.3.1.3 Communication Channels*

Face-to-face meetings were identified as the most effective communication channel, preferred by 77.3% of respondents. This preference underscores the importance of direct, interpersonal interactions in building trust and fostering collaboration. However, alternative channels, such as online platforms and surveys, were noted for their utility in specific contexts, particularly when engaging stakeholders in remote areas. The findings suggest that a multi-channel communication strategy, tailored to stakeholder preferences and contexts, is essential for effective engagement.

#### 5.4 Proposed Strategies and Framework for Enhancing Stakeholder Collaboration and Improving the Success Rates of Development Interventions in Zambia

The study's findings identified key strategy areas to support the development of a framework for enhancing stakeholder collaboration and improving the success rates of UNDP development interventions. This framework is grounded in the critical factors and challenges identified and emphasizes practical strategies for addressing gaps in current practices.



**Figure 8: Proposed Framework for Enhancing Stakeholder Collaboration**

**Source:** Adopted from Nguyen et al., 2018, and amended

The proposed framework provides a structured approach to improving stakeholder collaboration and increasing the success rates of UNDP development interventions in Zambia. It is grounded in key findings and emphasizes actionable strategies tailored to the unique socio-political and logistical landscape of Zambia. Below is an expanded explanation of the framework, detailing its key components and how they address critical gaps and challenges in stakeholder engagement.

Effective stakeholder collaboration is a cornerstone for the success and sustainability of development interventions. In Zambia, the complex socio-political and logistical landscape of UNDP projects necessitates strategies that address the unique challenges faced by stakeholders. Key strategies to enhance stakeholder collaboration and improve project outcomes focus on clear communication protocols, well-defined roles and responsibilities, inclusivity, resource mobilization, robust monitoring and evaluation systems, and flexibility in engagement methods.

#### **5.4.1 Clear Communication Protocols**

Clear communication protocols play a critical role in ensuring alignment, trust, and transparency among stakeholders. Communication was consistently identified as a key factor in stakeholder engagement by the respondents in this study. Establishing standardized communication mechanisms facilitates effective dialogue and ensures that stakeholders remain informed about project developments. Regular updates, transparent reporting, and multi-channel communication approaches are essential. For instance, combining face-to-face meetings with digital platforms, such as Zoom and WhatsApp, allows for broader inclusion while accommodating stakeholders with varying technological access. Additionally, feedback mechanisms that enable stakeholders to share their views and receive timely responses foster a sense of collaboration and mutual respect. These approaches address barriers such as inconsistent internet access or limited digital literacy, which often hinder communication in rural or under-resourced areas.

#### **5.4.2 Defining Roles and Responsibilities**

Defining roles and responsibilities is another critical strategy for effective collaboration. When stakeholder roles are unclear, conflicts and inefficiencies often arise, undermining project progress. Clarity in roles ensures that every stakeholder understands their specific contributions and accountabilities. A comprehensive stakeholder mapping process that identifies all relevant participants and their potential contributions is essential. This clarity minimizes overlaps, prevents conflicts, and streamlines efforts toward shared objectives. Furthermore, role-specific training and documentation of responsibilities provide stakeholders with the knowledge and tools they need to fulfil their roles effectively. Accountability structures also reinforce the importance of each stakeholder's role, encouraging consistent and dedicated participation.

### **5.4.3 Fostering Inclusivity and Equity**

Inclusivity and equity are fundamental principles for meaningful stakeholder engagement. Engaging marginalized groups, such as women, youth, and rural communities, ensures that development interventions address the needs of all sectors of society. Inclusive stakeholder engagement fosters diverse perspectives, which enrich project planning and implementation. This process requires targeted outreach programs that actively involve underrepresented groups and ensure their voices are heard. Participatory planning, where stakeholders contribute to defining project goals and strategies, fosters a sense of ownership and accountability. Additionally, cultural sensitivity in engagement strategies promotes trust and acceptance, particularly in settings with diverse traditions and social norms.

### **5.4.4 Resource Mobilization and Allocation**

Resource mobilization and allocation are critical in sustaining stakeholder engagement. Resource constraints, such as inadequate funding or limited technical capacity, were frequently cited as barriers in this study. Mobilizing resources through strategic partnerships with private sector entities, civil society organizations, and international donors can alleviate these constraints. Innovative financing mechanisms, such as community-driven contributions or blended financing models, also help bridge resource gaps. Furthermore, capacity-building initiatives strengthen stakeholders'

ability to engage effectively in projects, equipping them with the skills and tools necessary for sustained collaboration.

#### **5.4.5 Robust Monitoring and Evaluation Systems**

Further, based on previous literature, it was noted that monitoring and evaluation systems are indispensable for enhancing stakeholder collaboration and measuring its impact on project outcomes. Robust M&E frameworks track engagement efforts, identify successes and shortcomings, and inform corrective improvements. Establishing clear metrics, such as participation rates, inclusivity levels, and stakeholder satisfaction, allows for a systematic assessment of engagement effectiveness. Regular evaluations provide insights into the challenges and achievements of stakeholder collaboration, ensuring that strategies remain relevant and responsive. Integrating stakeholder feedback into M&E processes reinforces the importance of their contributions and creates opportunities for refining engagement practices.

#### **5.4.6 Flexibility and Adaptability**

In addition to the above, flexibility and adaptability are noted as being crucial in navigating the diverse and dynamic challenges of stakeholder engagement. The complexity of development interventions often demands engagement strategies that can adjust to varying contexts, stakeholder needs, and unforeseen disruptions. Hybrid models, which combine in-person interactions with digital tools, have proven effective in engaging stakeholders in remote areas while accommodating those with limited mobility. Preparing for external disruptions, such as political transitions or natural disasters, through scenario planning allows stakeholders to adapt swiftly to changing circumstances, ensuring continuity in collaboration.

Collectively, these strategies form a comprehensive framework for enhancing stakeholder collaboration and improving the success rates of UNDP projects in Zambia. By prioritizing clear communication, role definition, inclusivity, resource mobilization, effective M&E systems, and adaptability, development interventions can better address the challenges of stakeholder engagement and achieve sustainable, impactful outcomes. This framework is not only applicable to UNDP but also offers a replicable model for other organizations operating in similar development contexts.

## **5.5 Integration with the Conceptual Model**

The proposed framework is aligned with the conceptual model presented earlier in the study. The conceptual model emphasized the relationship between key variables: stakeholder engagement, project success, and contextual factors. These variables were categorized into dimensions such as stakeholder identification, communication, participation, and management strategies, all of which are integral to the framework. By drawing from the conceptual model, the framework operationalizes these variables into actionable strategies which are tailored to the Zambian development context.

The conceptual model highlighted the importance of stakeholder engagement as a multidimensional process that directly influences project success. It identified communication, inclusivity, and adaptability as critical dimensions of engagement, aligning closely with the strategies outlined in this framework. Additionally, the conceptual model underscored the significance of contextual factors, such as political dynamics and resource availability, which are explicitly addressed in the framework through flexibility in engagement methods and resource mobilization strategies (Mitchell et al., 1997). For example, the conceptual model's focus on stakeholder communication as a foundational dimension is reflected in the framework's emphasis on clear communication protocols. Similarly, the model's emphasis on the role of inclusivity and participation is operationalized in the framework through strategies like targeted outreach to marginalized groups and participatory planning processes. The contextual factors identified in the conceptual model, such as geographic isolation and limited technological infrastructure, are addressed in the framework through hybrid engagement models and digital literacy training (Chung et al., 2009).

### **5.5.1 Addressing Barriers to Collaboration**

Key barriers to collaboration, such as time constraints, geographic isolation, and limited technological infrastructure, require targeted interventions. For example, hybrid engagement models that combine face-to-face interactions with digital tools can address logistical challenges while ensuring inclusivity. Additionally, addressing

disengagement among certain stakeholders, such as those with limited interest or participation, requires proactive outreach and tailored engagement strategies.

### **5.5.2 Flexibility and Adaptability**

Flexibility in engagement methods was highlighted as essential for navigating diverse stakeholder needs and contexts. This component emphasizes the importance of adaptive management, where engagement strategies are continuously refined based on stakeholder feedback and evolving project dynamics.

## CHAPTER SIX

### CONCLUSION AND RECOMMENDATIONS

#### 6.1 Introduction

The chapter consolidates the findings and discussions from the study, offering insights into the critical factors, current practices, and proposed strategies for stakeholder engagement in UNDP development projects in Zambia. It highlights innovative approaches and actionable recommendations, grounded in empirical evidence and theoretical perspectives, to enhance stakeholder collaboration and improve the success rates of development interventions.

#### 6.2 Conclusions

Communication was consistently identified as the most critical factor in stakeholder engagement. The findings demonstrate that structured and transparent communication fosters trust, alignment, and collaboration among stakeholders. Regular updates, participatory workshops, and multi-channel communication strategies (e.g., digital platforms, face-to-face meetings) were found to significantly enhance stakeholder involvement. However, challenges such as inconsistent internet access, digital literacy gaps, and logistical constraints in rural areas hinder effective communication. Addressing these barriers through adaptive strategies can bridge gaps and ensure inclusivity.

Furthermore, Inclusivity emerged as a pivotal theme, emphasizing the importance of engaging marginalized and vulnerable groups in decision-making processes. While notable efforts have been made to involve women, youth, and rural communities, power imbalances and underrepresentation persist. Effective stakeholder engagement requires deliberate strategies to ensure that all voices are heard and valued, fostering a sense of ownership and accountability in project outcomes.

In addition to the above, ambiguity in roles and responsibilities was frequently cited as a source of inefficiency and conflict in stakeholder engagement processes. The findings highlight the need for clearly defined roles, communicated effectively at the

outset of projects. This clarity minimizes overlap, enhances accountability, and streamlines collaboration among diverse stakeholders.

Sufficient financial, human, and material resources are essential for sustaining stakeholder engagement. Resource constraints were identified as a significant barrier, particularly in resource-intensive activities such as workshops, training sessions, and consistent communication efforts. Strategic resource allocation and innovative funding mechanisms, such as public-private partnerships, are crucial to overcoming these challenges.

The study underscores the critical role of robust M&E systems in enhancing stakeholder collaboration. M&E mechanisms provide actionable insights into engagement effectiveness, track progress, and inform iterative improvements. Clear metrics, feedback loops, and transparent reporting are essential components of an effective M&E framework.

### **6.3 Recommendations**

Based on the findings, the following recommendations are proposed to enhance stakeholder collaboration and improve development outcomes in UNDP projects in Zambia:

To answer the question around what are the factors affecting effective stakeholder engagement in UNDP projects in Zambia, this study identifies key factors such as communication, trust, inclusivity, and clarity of roles. To address these, project managers should implement structured stakeholder mapping processes at the outset of projects. This mapping should categorize stakeholders based on their influence, interests, and levels of impact using tools like stakeholder analysis matrices. Tailored communication strategies must then be developed, combining digital and in-person methods to ensure inclusivity and accessibility, especially in remote areas. Transparent reporting practices, including regular updates and feedback loops, should be institutionalized to build trust and maintain engagement.

To address the issue of how stakeholder engagement impacts the success of UNDP development interventions in Zambia, the findings emphasize that early and continuous engagement directly correlates with improved project alignment,

stakeholder satisfaction, and sustainability. Project managers should conduct participatory planning workshops at the project inception phase to align goals with stakeholder priorities. These workshops should actively include marginalized groups, ensuring their perspectives are integrated into project objectives. Dedicated budgets for stakeholder engagement must be secured to ensure consistency and resource availability throughout the project lifecycle. This approach ensures that stakeholders not only feel represented but also take ownership of project outcomes, contributing to higher success rates.

In response to the question of why stakeholder collaboration is important for the success of development interventions, the study highlights that collaboration fosters shared ownership, minimizes conflicts, and enhances project efficiency. To promote effective collaboration, joint planning committees should be established, comprising representatives from all critical stakeholder groups. These committees would serve as platforms for decision-making, fostering a sense of shared responsibility. Additionally, robust monitoring and evaluation systems must be implemented to assess the effectiveness of collaboration and provide actionable feedback. Capacity-building initiatives should be prioritized to empower stakeholders with the necessary skills and knowledge for active participation, such as training in project management fundamentals and effective communication techniques.

#### **6.4 Implications of the Study**

The findings of this study carry significant implications for both theory and practice in the field of stakeholder engagement and development project management. By identifying the key factors that influence effective stakeholder engagement, this research contributes to a deeper understanding of how development organizations can optimize their practices to enhance project success and sustainability.

From a theoretical perspective, the study underscores the applicability of Stakeholder Theory (Freeman, 2010) and the Stakeholder Salience Model (Mitchell et al., 1997) in complex development contexts. It validates the importance of prioritizing stakeholder engagement based on power, legitimacy, and urgency while emphasizing inclusivity and trust as critical components of effective collaboration (Aaltonen et al., 2018). This

expands the theoretical discourse by demonstrating the nuanced interplay between stakeholder dynamics and project outcomes in resource-constrained and politically dynamic environments like Zambia (Nguyen et al., 2018).

Practically, the study offers actionable insights for development practitioners and policymakers. The proposed framework for enhancing stakeholder engagement provides a blueprint for improving communication protocols, ensuring inclusivity, and fostering transparency and accountability in project planning and implementation (Kujala et al., 2022). These recommendations are particularly relevant for organizations such as UNDP, which operate within complex stakeholder ecosystems. By implementing these strategies, organizations can achieve greater alignment with national development goals and improve project impact and sustainability (UNDP, 2022).

The study also highlights the importance of addressing systemic challenges such as financial constraints, cultural barriers, and weak inter-agency coordination. This finding aligns with previous research suggesting that effective resource mobilization and capacity-building initiatives are essential for overcoming these barriers (Aarseth et al., 2017; Toma et al., 2021). Additionally, fostering adaptive management practices (Rowley et al., 2022) and advocating for supportive policy environments are crucial for enabling effective stakeholder collaboration.

Moreover, the insights gained from this research have broader implications for global development efforts. The findings suggest that stakeholder engagement frameworks must be tailored to local contexts, taking into account cultural dynamics, regulatory environments, and the unique needs of marginalized groups (Chikozho, 2005; Mwape, 2012). By doing so, development projects can become more inclusive, equitable, and impactful, contributing meaningfully to the attainment of sustainable development goals (UNDP, 2018).

## **6.5 Contributions to the Project Management Body of Knowledge**

This research makes a meaningful contribution to the study of project management in the Zambian context by providing a detailed analysis of stakeholder engagement in

development projects, particularly those implemented by UNDP. By its focus on the unique socio-political and logistical challenges in Zambia, the study offers valuable insights that enhance understanding and inform best practices for project management in similar environments. The research highlights the critical importance of communication, trust-building, inclusivity, and clarity of roles in fostering effective stakeholder engagement in Zambia. It also emphasizes the role of tailored approaches to stakeholder identification, categorization, and engagement, reflecting the diverse and dynamic nature of stakeholders in development projects in Zambia. These findings will contribute to the development of context-specific strategies that enhance collaboration and project outcomes.

Through its identification of barriers such as political sensitivities, cultural differences, resource constraints, and logistical challenges, this study provides a framework for overcoming these challenges. This contributes to a broader understanding of how project managers can adapt global project management principles to local realities, thereby improving the relevance and sustainability of development interventions in Zambia. Additionally, the study's proposed framework for enhancing stakeholder collaboration is particularly significant for project management as it provides actionable strategies for addressing common challenges, such as aligning stakeholder goals, improving communication channels, and ensuring equitable participation. This framework can serve as a practical tool for project managers in Zambia to improve the effectiveness of their stakeholder engagement efforts.

## **6.6 Suggestions for Further Studies**

While this research provides valuable insights, it also highlights areas where further studies can contribute to the field of project management in Zambia. A longitudinal approach could be employed to examine how stakeholder engagement evolves throughout the project lifecycle and its impact on project sustainability and outcomes over time. Further studies could also investigate the role and experiences of marginalized groups, including women, youth, and persons with disabilities, in stakeholder engagement processes. Lastly, an exploration of how Zambia's governance structures influence stakeholder engagement and project management

practices could provide deeper insights into the systemic factors affecting project success.

## REFERENCES

- Aaltonen, K., & Kujala, J. (2016). Stakeholder relationships and dynamics in projects. *International Journal of Project Management*, 34(3), 429-442. <https://doi.org/10.1016/j.ijproman.2016.01.001>
- Aaltonen, K. (2011). Project stakeholder analysis as an environmental interpretation process. *International Journal of Project Management*, 29(2), pp. 165-183. <https://doi.org/10.1016/j.ijproman.2010.02.00>
- Aaltonen, K., Jaakko, K., & Tuomas, O. (2008). Stakeholder salience in global projects. *International Journal of Project Management*, 26(5), pp. 509-527.
- Aarseth, W., Rolstadås, A., & Andersen, B. (2011). Key factors for management of global projects: A case study. *International Journal of Transitions and Innovation Systems*, 1(4), 326-345.
- Baccarini, D. (1999). The logical framework method for defining project success. *Project Management Journal*, 30(4), pp. 25-32.
- Bayiley, Y.T., & Teklu, G.K. (2016). Success factors and criteria in the management of international development projects. *International Journal of Managing Projects in Business*, 9(3), pp. 562-582. <https://doi.org/10.1108/IJMPB-06-2015-0054>
- Bourne, L. (2016). *Stakeholder Relationship Management: A Maturity Model for Organisational Implementation*. Routledge.
- Bourne, L., & Walker, D. H. T. (2005). Visualising and mapping stakeholder influence. *Management Decision*, 43(5), 649-660. <https://doi.org/10.1108/00251740510597680>
- Bowen, G. A. (2009). Document analysis as a qualitative research method. *Qualitative Research Journal*, 9(2), 27-40. <https://doi.org/10.3316/QRJ0902027>
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), pp. 77-101.

Bryman, A. (2016). *Social Research Methods* (5th ed.). London: Oxford University Press.

Bryson, J. M. (2018). *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. Wiley.

Chikozho, C. (2005). Policy and institutional dimensions of integrated river basin management: Broadening stakeholder participatory processes in the Inkomati River Basin of South Africa and the Pangani River Basin of Tanzania. *Alternatives*, 31(2), pp. 3-13.

Chikozho, C. (2005). Stakeholder participation and water governance in Southern Africa. *African Journal of Aquatic Science*, 30(2), 161-166. <https://doi.org/10.2989/16085910509503846>

Chung, S., et al. (2009). ICT-based stakeholder engagement strategies. *Telecommunications Policy*, 33(10-11), 661-676. <https://doi.org/10.1016/j.telpol.2009.09.001>

Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.). Thousand Oaks, CA: Sage.

Creswell, J. W., & Clark, V. L. P. (2018). *Designing and Conducting Mixed Methods Research* (3rd ed.). Thousand Oaks, CA: Sage.

Denzin, N. K. (2017). *The Research Act: A Theoretical Introduction to Sociological Methods* (4th ed.). Routledge.

Derakhshan, R., Mancini, M., & Turner, J. R. (2019). Community's adaptive response to unrealized processes in a megaproject for international development. *International Journal of Project Management*, 37(7), pp. 801-817. <https://doi.org/10.1016/j.ijproman.2019.06.001>

De Schepper, S., et al. (2014). Stakeholder dynamics and the evolution of stakeholder salience in large engineering projects. *International Journal of Project Management*, 32(7), 1210-1222. <https://doi.org/10.1016/j.ijproman.2014.01.010>

Fowler, F. J. (2014). *Survey Research Methods* (5th ed.). Thousand Oaks, CA: Sage.

Freeman, R. E., Harrison, J. S., & Wicks, A. C. (2017). *Managing for Stakeholders: Survival, Reputation, and Success*. Yale University Press.

Freeman, R.E., Harrison, J.S., Wicks, A.C., Parmar, B.L., & de Colle, S. (2010). *Stakeholder Theory: The State of the Art*. Cambridge: Cambridge University Press.

Gil, N. (2010). Sustaining cooperation in project networks: The role of institutional design. *Journal of Construction Engineering and Management*, 136(4), 439-449. [https://doi.org/10.1061/\(ASCE\)0733-9364\(2010\)136:4\(439\)](https://doi.org/10.1061/(ASCE)0733-9364(2010)136:4(439))

Greenwood, M. (2007). Stakeholder engagement: Beyond the myth of corporate responsibility. *Journal of Business Ethics*, 74(4), pp. 315-327. <https://doi.org/10.1007/s10551-007-9509-y>

Jepsen, A. L., & Eskerod, P. (2009). Stakeholder analysis in projects: Challenges in using current guidelines in the real world. *International Journal of Project Management*, 27(4), pp. 335-343. <https://doi.org/10.1016/j.ijproman.2008.04.002>

Kerzner, H. (2017). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. Wiley.

Kourti, I. (2021). Effective communication strategies for stakeholder engagement. *Journal of Business Communication*, 58(3), pp. 320-335.

Kujala, J., Sachs, S., Leinonen, H., Heikkinen, A., & Laude, D. (2022). Stakeholder engagement: Past, present, and future. *Business & Society*, 61(5), pp. 1136-1196. <https://doi.org/10.1177/00076503211066595>

Kvale, S., & Brinkmann, S. (2009). *Interviews: Learning the Craft of Qualitative Research Interviewing* (2nd ed.). SAGE Publications.

Lehtinen, J., Aaltonen, K., & Rajala, R. (2020). Organizing external stakeholder engagement in inter-organizational projects: Opening the black box. *International*

*Journal of Project Management*, 38(2), pp. 85-98.  
<https://doi.org/10.1016/j.ijproman.2019.12.001>

Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4), pp. 853-886.

Mwape, F. (2012). Stakeholder participation in the UNDP-funded projects in Western Province, Zambia. *International Journal of Humanities and Social Science*, 2(12), pp. 1-9.

Nguyen, T. S., Mohamed, S., & Panuwatwanich, K. (2018). Stakeholder management in complex projects: A review of contemporary literature. *Journal of Engineering, Project, and Production Management*, 8(2), pp. 75-89.

Oppong, G. D., Chan, A. P. C., & Dansoh, A. (2017). A review of stakeholder management performance attributes in construction projects. *International Journal of Project Management*, 35(6). <https://doi.org/10.1016/j.ijproman.2017.04.015>

Patton, M. Q. (2015). *Qualitative Research & Evaluation Methods: Integrating Theory and Practice* (4th ed.). SAGE Publications.

Pinto, J. K., & Slevin, D. P. (1988). Critical success factors across the project life cycle. *Project Management Journal*, 19(3), pp. 67-75.

Project Management Institute (PMI). (2021). *A Guide to the Project Management Body of Knowledge (PMBOK Guide)* (7th ed.). Project Management Institute.

Rowley, T., Aven, F., & Hughes, J. (2022). Rebuilding trust in multi-stakeholder initiatives. *Journal of Organizational Behavior*, 43(2), pp. 245–260.

Smyth, H. (2014). *Relationship Management and the Management of Projects*. Routledge.

Toma, S. G., Grădinaru, C., & Munteanu, A. I. (2021). Cultural diversity and its impact on stakeholder collaboration. *Management Dynamics in the Knowledge Economy*, 9(1), pp. 37-51.

Turner, J. R. (2016). *Gower Handbook of Project Management*. Routledge.

UNDP. (2018). *Evaluation of UNDP Projects in Zambia*. United Nations Development Programme.  
<https://erc.undp.org/evaluation/documents/download/18974>

UNDP. (2022). *Annual Report 2022: Advancing Sustainable Development*. United Nations Development Programme.

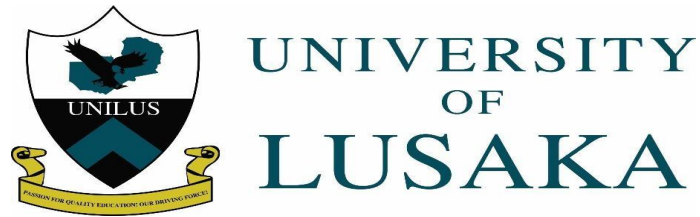
United Nations Development Programme (UNDP). (2023). *Partnerships*.  
<https://www.undp.org/zambia/partnerships>

Yamane, T. (1967). *Statistics: An Introductory Analysis* (2nd ed.). Harper and Row.

Yin, R. K. (2014). *Case Study Research: Design and Methods* (5th ed.). Thousand Oaks, CA: Sage

# APPENDICES

## Appendix 1



### Semi-Structured Interview Guide

#### Interviewee Information

Name:

Position:

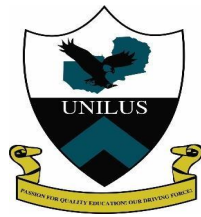
Project Involvement:

#### Interview Questions

1. Can you describe your role in the UNDP project you are involved in?
2. What are the most critical factors that influence stakeholder engagement in the projects you have worked on? Please explain.
3. How are stakeholders identified and categorized within the project? What criteria are used?
4. What communication strategies are in place for engaging with stakeholders? How effective have these been?
5. Can you describe the methods used to involve stakeholders in decision-making processes?
6. What challenges have you encountered in engaging stakeholders, particularly in terms of political, cultural, or organizational factors?
7. How has stakeholder engagement affected the success of the project? Can you provide specific examples where it led to positive or negative outcomes?
8. Are there any specific stakeholder groups (e.g., government agencies, local communities) that have been more difficult to engage? Why do you think this is the case?

9. How is feedback from stakeholders collected and integrated into project planning and implementation?
10. How important do you think stakeholder collaboration is for the sustainability and long-term impact of development projects?
11. Based on your experience, what improvements or changes would you recommend to enhance stakeholder engagement in future projects?
12. Are there specific strategies you believe should be adopted to enhance collaboration and improve project outcomes?

## Appendix 2



UNIVERSITY  
OF  
LUSAKA

### Questionnaire

#### THE EFFECTS OF STAKEHOLDER ENGAGEMENT ON PROJECT DELIVERY: A CASE OF THE UNITED NATIONS DEVELOPMENT PROGRAM IN ZAMBIA

#### SECTION 1: BACKGROUND CHARACTERISTICS OF RESPONDENTS

\* Indicates required question

##### Gender\*

Male

Female

##### Age Group\*

18-24

25-34

35-44

45-54

55+

##### Highest Level of Education Completed\*

High School

Certificate/Diploma

Bachelor's Degree

Master's Degree

Doctorate

Other (Please specify) \_\_\_\_\_

**Current Employment Status\***

Employed full-time

Employed part-time

Self-employed

Unemployed

Retired

Student

Other (Please specify) \_\_\_\_\_

**Role/Position in the Organization/Project**

Project Manager

Program Officer

Monitoring & Evaluation Specialist

Communication Specialist

Government Representative

NGO Representative

Private Sector Representative

Other (Please specify) \_\_\_\_\_

**Name of the Organization/Institution**

(Please specify the organization you represent)

\*

Your answer

**How long have you been involved in development projects in Zambia?\***

Less than 1 year

1-3 years

3-5 years

More than 5 years

**Which UNDP projects are you currently involved with?**

.....

**SECTION 2: IDENTIFYING KEY FACTORS FOR EFFECTIVE STAKEHOLDER ENGAGEMENT**

**In your opinion, what are the most critical factors that contribute to effective stakeholder engagement in UNDP projects? (Please rate the following on a scale of 1-5, with 1 being not important and 5 being extremely important.)\***

Communication between stakeholders

Inclusivity in decision-making

Clarity of roles and responsibilities

Availability of resources for engagement

Consistent and transparent reporting

Trust and relationship-building

Flexibility to address stakeholder concerns

Alignment of project goals with stakeholder interests

Timely decision-making and feedback

**What are the most common challenges that hinder effective stakeholder engagement in UNDP projects in Zambia? (Select all that apply)\***

Lack of communication

Misalignment of goals and priorities

Limited stakeholder capacity

Political influence and interference

Financial constraints

Cultural and social barriers

Limited trust among stakeholders

Other:

**Which stakeholders (e.g., government, community, private sector, NGOs, etc.) are most critical for the success of UNDP projects in Zambia?\***

Government agencies

Local communities

Private sector/Businesses

NGOs and civil society

International partners

Other (Please specify) \_\_\_\_\_

### **Section 3: Current Stakeholder Engagement Practices (Objective 1.3.2.2)**

**How does the UNDP project you are involved in currently engage you as a stakeholders? (Select all that apply)\***

Regular stakeholder meetings

Surveys and feedback mechanisms

Public consultations

Collaborative workshops

Online platforms and digital communication

Informal one-on-one interactions

Other (Please specify) \_\_\_\_\_

**How frequently do you or are you engaged as stakeholders throughout the project lifecycle?**

Daily

Weekly

Monthly

Quarterly

As needed

Rarely

**In your experience, how well are stakeholders' inputs integrated into decision-making processes?\***

1

2

3

4

5

**What communication channels are most effective for engaging stakeholders in Zambia?\***

Face-to-face meetings

Social media and online platforms (e.g. emails, zoom calls e.t.c)

Radio and community outreach programs

Printed materials (e.g., brochures, newsletters)

Public forums or town halls

Other (Please specify) \_\_\_\_\_

**What obstacles do you face when engaged in projects by UNDP in Zambia? (Select all that apply)**

Geographic isolation of stakeholders

Lack of interest or participation

Time constraints for engagement activities

Political and cultural sensitivities of the project

Misalignment of goals

Limited technological infrastructure

#### **Section 4: Framework Development for Enhancing Stakeholder Collaboration**

**What strategies do you believe could enhance collaboration among stakeholders in UNDP development projects in Zambia? (Select all that apply)**

\*

- Establishing joint planning committees
- Organizing more frequent consultations and workshops
- Strengthening stakeholder capacity-building programs
- Using digital platforms for easier communication
- Encouraging more inclusive decision-making processes
- Creating formal Memorandums of Understanding (MOUs) for clear commitments
- Promoting joint funding initiatives

Other (Please specify) \_\_\_\_\_

**What key factors should be prioritized in a framework aimed at enhancing stakeholder collaboration? (Rank in order of importance: 1 being the most important)\***

- Clear communication protocols
- Defined roles and responsibilities
- Accountability mechanisms
- Stakeholder capacity development
- Inclusion of marginalized or vulnerable groups
- Flexibility and adaptability of engagement methods

Timely resolution of conflicts and concerns

**How long have you been involved in the project?\***

During the development of the project

From inception of the project

During the implementation

Nearing closure of the project

**What role do you think monitoring and evaluation (M&E) should play in enhancing stakeholder collaboration in UNDP projects?\***

It should be an essential component of stakeholder engagement

It should be used to track the success of collaboration efforts

It should provide feedback to stakeholders on their contributions

It should not be a priority in this context

Other (Please specify) \_\_\_\_\_

**What specific recommendations would you suggest for improving stakeholder collaboration and increasing the success rate of development projects in Zambia? \_\_\_\_\_**



**SCHOOL OF POSTGRADUATE STUDIES**


**SUBMISSION OF DISSERTATION FOR EXAMINATION**

**Name of student:**...lwwananji Namonje .....

**Student number**... MSCPM23122165.....

**Programme of study**... Master of Science in Project Management

**Dissertation title:** THE EFFECTS OF STAKEHOLDER ENGAGEMENT ON PROJECT DELIVERY: A CASE OF THE UNITED NATIONS DEVELOPMENT PROGRAM IN ZAMBIA


**Signature of student:** .....  .....

**Date:** ...17-01-2025

**Supervisor's Comments:**

I recommend/ ~~do not recommend~~ this dissertation for submission for examination (If you do not recommend, kindly provide a written report and attach hereto).

**Name of Supervisor:** Dr. Sydney Ngoma


**Signature of Supervisor:** 

**Date:** 18.01.2025



**SCHOOL OF POSTGRADUATE STUDIES**

**12<sup>TH</sup> TO 20<sup>TH</sup> JANUARY 2025 GBS800 DISSERTATION SUBMISSION**

No	Item	Done
1	Were you registered for GBS800 in the JUL-DEC 2024 semester?	<input checked="" type="checkbox"/>
2	Has your FINAL DISSERTATION been signed by your supervisor <sup>1</sup> ?	<input checked="" type="checkbox"/>
3	Have you attached the plagiarism similarity report to the appendix?	<input checked="" type="checkbox"/>
4	Is your plagiarism similarity report below 20 percent together with the AI generated? Please append the similarity report to your dissertation.	<input checked="" type="checkbox"/>
5	Have you submitted a soft copy version of your dissertation to the UNIVERSITY CLASS called "GBS 800 FINAL SUBMISSIONS- 12TH -20TH JAN 2025?" See point (3) on the next page for more details.	<input checked="" type="checkbox"/>
6	What is your dissertation's total word count (including references and appendices)?	.....15,890.....WORDS
	<b>Candidate Name: Iwvananji Namonje</b>	
	<b>Student Number: MSCPM23122165</b>	
	<b>Signature:</b> 	
	<b>Date: 18 January 2024</b>	

**EACH STUDENT MUST ATTACH THE FOLLOWING SIGNED CHECKLIST AS PART OF THEIR DISSERTATION SUBMISSION.**

<sup>1</sup> Please ensure that the "SUBMISSION OF DISSERTATION FOR EXAMINATION FORM" (available on page 43 of the dissertation guidelines) is printed and signed by your supervisor and included as part of your submission.