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## **Stakeholder Engagement and Successful Implementation of Social Economic Development Project: A Case of Jyambere Project**

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# Stakeholder Engagement and Successful Implementation of Social Economic Development Project: A Case of Jyambere Project

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## Abstract

The paper examined the stakeholder engagement in the successful implementation of social and economic development projects, with a particular focus on the Jyambere project in Rwanda's Gatsibo district. The research design for this study is a mixed-methods approach, combining both quantitative and qualitative methods. This approach allows for a comprehensive understanding of stakeholder engagement and its influence on project outcomes. The quantitative data provided statistical analysis of stakeholder perceptions and project success indicators, while the qualitative data in-depth insights into stakeholders and experiences and perspectives. The sample size of this study was 180 respondents. They were composed of project staff, non-government patterns, government officials and projects beneficiaries. The data analysis involves descriptive and inferential statistical methods for quantitative data and thematic analysis for qualitative data. The findings of the research indicated that approximately 93.0% of the variance in Project Success is explained by the combined influence of Communication, Interest, and Participation. This is a substantial proportion of the variance, indicating that these independent variables collectively have a significant impact on Project Success. The correlation coefficient of 0.827 suggests that approximately 82.7% of the variance in project success is associated with stakeholder participation. In conclusion, active stakeholder engagement, tailored to project context, is crucial for achieving goals. Understanding stakeholder motivations and conducting assessments aids effective engagement. This research exemplified by the Jyambere Project highlights communication's pivotal role. Tailored approaches and clear channels are key for project success, emphasizing the need for comprehensive communication strategies to ensure accurate and timely information dissemination.

**Keyterms:** *Stakeholder Engagement, Successful Implementation, Social Economic Development Project, Jyambere Project, Rwanda.*

## 1. Introduction

The Jyambere project faces a critical challenge due to insufficient stakeholder engagement, impacting its overall success. This deficiency extends to socio-economic development projects, as highlighted by Laurence in 2020. Refugees and host communities alike experience developmental hurdles, including job scarcity and reliance on subsistence farming, exacerbated by ineffective stakeholder engagement practices leading to project failures marked by delays, cost overruns, and sustainability issues.

Project delays, causing increased resource demands and budget overruns, have significant economic implications, diminishing stakeholder satisfaction and contributing to the alarming 79% failure rate of completed initiatives. The root causes of these challenges lie in project selection, planning, execution, and control, affecting sustainability, cost performance, and stakeholder satisfaction, according to the National Institute of Statistics of Rwanda (NISR) in 2022.

Compounding the problem is the underutilization of stakeholder analysis and preliminary feasibility analysis in project planning, hindering optimal decision-making. This research focuses on the Jyambere project, aiming to shed light on stakeholder engagement intricacies and its role in the successful implementation of social and economic development projects. By addressing these challenges, the study seeks to contribute valuable insights to mitigate project failures in Rwanda.

## **1.1 Objectives of the study**

### **1.1.1 General Objective**

The general objective of this dissertation study was examined the stakeholder engagement and the successful implementation of social and economic development projects, using the Jyambere project as a case study.

### **1.1.2 Specific Objectives**

- (i) To assess the level of communication among stakeholders involved in the implementation of social and economic development projects.
- (ii) To establish the level of stakeholder interest in the project and its influence on project outcomes.
- (iii) To outline the part that stakeholder participation plays in achieving project success.

## **1.2 Research Hypotheses**

H<sub>01</sub>: There is no significant relationship between communication and successful implementation of Jyambere project.

H<sub>02</sub>: There is no significant relationship between stakeholder interest and successful implementation of Jyambere project.

H<sub>03</sub>: There is no significant relationship between stakeholder participation and successful implementation of Jyambere project

## **2.1 Empirical Review**

### **2.1.1 Level of communication and successful implementation of the project**

Shabir et al (2023), conducted a research on Investigating the Impact of Communication Factors and Stakeholders Engagement on Renewable Energy Projects in Pakistan. The study investigates the relationship between communication factors, stakeholders' engagement, and project success (P.S.) of renewable energy in Pakistan. The aim of this study is to identify the communication factors that impact the success of renewable energy projects. The research investigates multiple dimensions of communication factors such as internal communication, external communication leadership, relationship, and corporation. Moreover, we also tested the indirect relationship using the stakeholder's engagement (S.E.) as a mediating variable.

Researchers used a quantitative approach using the questionnaire survey. The random and snowball sampling technique was used to collect data from the project managers, project engineers, and team leaders associated with renewable projects in Pakistan. Researchers collected data in two phases. In the first phase, between August 2023 and December 2022, we

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distributed 400 complete research questionnaires. In return, we received 337 questionnaires, 84% of the distributed questionnaires. Similarly, between January 2023 and February 2023, we distributed 350 research questionnaires; in return, we received 255 questionnaires, which is 73% of the distributed questionnaires.

However, Researchers collected data from the 592 respondents engaged with renewable energy projects. Further, the structural equation modeling technique (SEM) was performed to analyze the study data through SmartPLS 4.1. The outcomes confirmed that communication factors significantly and positively impact the project's success. The results guaranteed that communication factors have a positive and significant relationship with the stakeholder's engagement. Furthermore, the results demonstrated that stakeholders' engagement mediates communication factors and project success, enhancing the project's success.

Adhi et al (2023) carried out a research on Stakeholder Communication and Its Impact on Participatory Development Planning in Rural Areas in Bangladesh. The study delves into the dynamics of stakeholder communication within the realm of Participatory Development Planning (PDP) in rural regions, which are predominantly marked by a potent patriarchal culture. Utilizing a quantitative explanatory survey approach paired with path analysis, data was compiled from 40 local stakeholders.

### **2.1.2 Interest and Successful implementation of the project**

Eyiah (2021), carried out a research on the impact of stakeholder interest on the oil and gas industry in Africa: A case study of oil companies and African host communities. The research examined notable conflicts experienced between oil companies and host communities in Africa with the aim to identify means by which relationships between the two aforementioned parties could be made cordial and sustainable. An integrated literature based research method and a case study strategy were adopted for this research.

Two frameworks that supported organizations in effectively engaging and establishing cordial relationships with stakeholders were developed by the author; and the key findings of this research are that an effective means of establishing sustainable cordial relationships with host communities in Africa is by involving them in the ownership of operations in their region. This will naturally instill in them some sense of responsibility over the operations, which will in turn enable oil and gas companies to gain the trust, cooperation and support of host communities, as well as the social license to operate in their region. This relationship can be sustained if both parties work collaboratively to determine ways in which benefits from the operations may be maximized.

### **2.1.3 Participation and successful implementation of the project**

Heliyon (2022), carried out a research on assessing the roles of stakeholders in community projects on environmental security and livelihood of impoverished rural society: A nongovernmental organization implementation strategy in focus in Ethiopia. The study investigated how stakeholders' participation was used to improve environmental security and the livelihoods of the poor in rural community of Ethiopia. In particular, the study attempts to identify models of stakeholder participation and the factors that influence participation using qualitative methods.

In-depth interviews, focus group discussions, organizational documents and observation used to collect the data. Thematic analysis of the data highlights consultation, collaboration, and partnership as key organizing constructs. The study offers a distinctive viewpoint on the literature and on rural community practice through the participation of stakeholders. This suggest

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nongovernmental organizations thoroughly utilize grassroots approach to gain acceptance, trust and sustainability of community projects.

Patric et al (2022), conducted a research on the influence of stakeholder involvement on successful implementation of housing projects in Rwanda: a case study of the gate real estate project. The study was achieved by use of three specific objectives namely; to assess the influence of stakeholder involvement in project planning on the successful implementation of Gate Real Estates Project, to examine the effect of stakeholder involvement in project implementation on the successful implementation of Gate Real Estates Project and to analyze the influence of stakeholder involvement in monitoring on the successful implementation of Gate Real Estates Project in Gate Real Estates located in Kigali City, Rwanda for a period of four years from 2014- 2017.

The study used a descriptive case study design based qualitative and quantitative approach. A sample size of 105 that includes house buyers, house developers and Rwanda Housing Authority Staff participated in the study. SPSS software (version 22) was used to process the data and analysis was made by use of frequency, percentages, mean, standard deviation, Skewness and regression analysis to establish relationship between the study variables. In the findings, it was established that stakeholders' involvement in planning which consist of planning for requirement specification for the projects, participating in resource estimation and specification for the project, end users contributing to design input for the project and consulting developers for approval of project charter, costs, schedule and deliverables. Involvement in implementation which consist of Project stakeholders getting involved in checking on cost, time and quality compliance during project execution, project developers consulted during all major decision making during project execution, project stakeholders involvement in activity coordination for the project and stakeholders participating material sourcing of the projects.

Lastly stakeholder's involvement in monitoring which consist of quality compliance monitoring to meet the project goals and objectives, cost monitoring and control aimed at meeting project goals and objectives, following national housing legal framework and time resource monitoring and control. The finding revealed that the stakeholder's involvement in the project increased accommodation and improved accommodation standard for Rwandans. Therefore, the concluded that stakeholder's involvement has significant effect on project success.

## **2.2 Conceptual framework**

Based on the theoretical and empirical reviews, a conceptual framework is proposed, illustrating the relationships between stakeholder engagement indicators and project success. The framework visually depicts the interconnectedness of communication, information dissemination, stakeholder project outcomes.

The study aims to establish the relationship between independent and dependent variables. The conceptual framework serves as a guide for the analysis and interpretation of the findings in the subsequent chapters Johnson, and Lee, R. (2020)

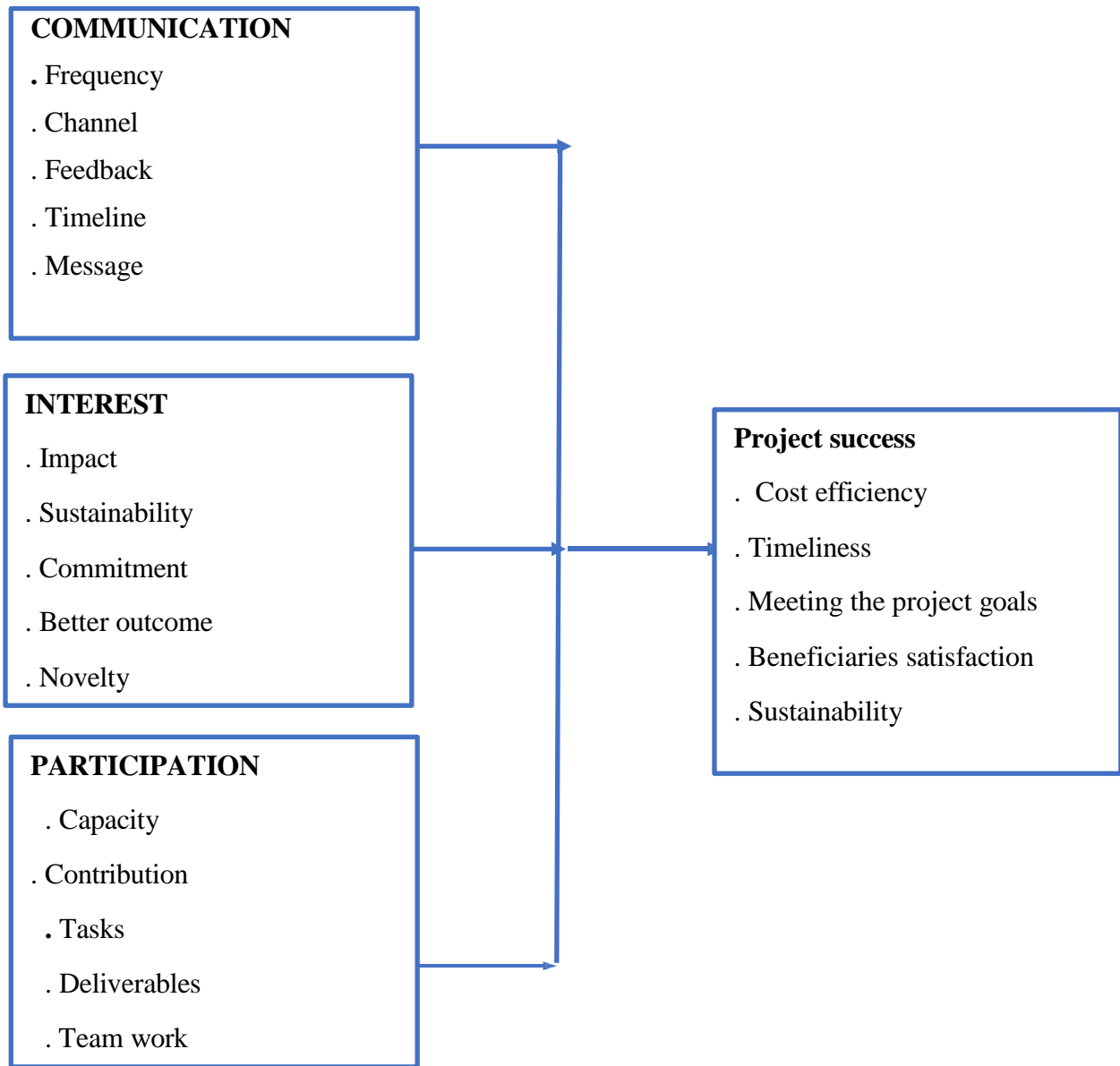


**Independent variables**

**Dependent variables**

Use of stakeholder engagement development project

Successful implementation of social economic engagement



Reference: Researcher (2023)

**Figure 1: Conceptual framework**

**2.2 Research gap**

The empirical reviews discussed provide valuable insights into the dynamics of stakeholder engagement and its implications for project success in various contexts. Shabir et al.'s (2023) study explores the impact of communication factors and stakeholder engagement on renewable energy projects in Pakistan, emphasizing the importance of communication for project success. Adhi et al. (2023) delve into stakeholder communication within Participatory Development Planning (PDP) in rural Bangladesh, shedding light on the intensity of stakeholder interactions and the

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influence of stakeholders' characteristics on the communication process. Eyiah (2021) investigates the relationship between oil companies and host communities in Africa, highlighting the significance of involving communities in project ownership to gain trust and support. Heliyon's (2022) study in Ethiopia explores stakeholder participation in community projects, emphasizing the grassroots approach to enhance acceptance and sustainability.

However, each study has its limitations. Shabir et al.'s research primarily focuses on renewable energy projects in Pakistan, raising questions about the generalizability of its findings to other sectors or regions, such as the JYAMBERE project in Rwanda. Adhi et al.'s study relies on a relatively small sample size, potentially limiting the generalizability of its findings. The geographical focus of Eyiah's study on Africa's oil and gas industry may restrict its applicability to other industries or regions. Heliyon's research, while qualitative in nature, lacks clarity regarding sample size and selection criteria.

To enhance the relevance and robustness of these studies, research considers broader geographical and sectoral contexts, larger sample sizes, and a mix of qualitative and quantitative data collection methods. These improvements contributed to a more comprehensive understanding of stakeholder engagement and its impact on project success, particularly in the context of the JYAMBERE project and similar initiatives in Rwanda.

### **3. Materials and Methods**

The research design for this study on stakeholder engagement in the Jyambere Project employs a mixed-methods approach, integrating quantitative and qualitative methodologies. This approach ensures a comprehensive understanding of stakeholder involvement's impact on project outcomes. The target population consisted of 180 respondents, including project staff, government officials, and beneficiaries. Sampling techniques, such as purposive sampling and the Yamane formula, were utilized to select a representative sample of 124 participants. Data collection primarily involved questionnaires and documentary reviews, distributed among stakeholders. Data processing included editing, coding, and tabulation to ensure accuracy and manageability.

The analysis employed Statistical Package for the Social Sciences (SPSS) and Excel, focusing on research questions. Quantitative data analysis utilized Pearson's correlation coefficient to determine relationships between variables. Qualitative data were also analyzed to provide deeper insights. Regression analysis and hypothesis testing were conducted to examine relationships between stakeholder engagement factors and project success.

Ethical considerations were paramount, with informed consent obtained and confidentiality ensured. However, the study faced limitations, including its focus on a specific project and reliance on self-reported data, potentially subject to biases. Additionally, constraints in time and resources may have affected sample size and data collection. Despite these limitations, the study offers valuable insights into tailoring stakeholder engagement strategies for successful project outcomes, highlighting the importance of ethical research practices and acknowledging the context-specific nature of stakeholder involvement.

#### **4.1 Presentation of findings**

##### **4.1.1 Analysis of the stakeholder engagement in Jyambere project**

In the context of a project, stakeholder engagement refers to the process of actively involving and interacting with individuals, groups, or organizations that have a vested interest in or are affected by the project. These stakeholders can include project sponsors, team members, customers, end-

users, regulatory authorities, suppliers, and community members, among others. The section presents the findings on stakeholder engagement in Jyambere project.

#### 4.1.1.1 Communication

In this respect, the researcher requested feedback from the respondents regarding statements relating to communication, and the results are shown in table 4.5.

**Table 4.1: Respondents’ level of agreement on communication**

Communication	Mean	Std. Dev.
Communication between project stakeholders occurred regularly.	4.22	0.45
The frequency of communication was appropriate for project needs.	4.36	0.32
Various communication channels were utilized effectively for project updates.	4.34	0.34
The chosen communication channels were suitable for reaching all stakeholders.	4.22	0.38
There were clear mechanisms for stakeholders to provide feedback on project activities.	4.31	0.35
Feedback from stakeholders was actively sought and acted upon.	4.24	0.48
Timely updates and notifications regarding project progress were provided.	4.31	0.42
Communication messages were clear and easily understandable.	4.11	0.38
Information provided in communication was relevant to stakeholders' needs.	4.27	0.42

**Source:** Primary data, 2023

The table 4.1, presents the results of a questionnaire related to communication aspects in the context of stakeholder engagement in the Jyambere Project, which focuses on the successful implementation of a social economic development initiative. The means (average scores) and standard deviations (measures of variability) for various communication-related statements are provided.

The mean score of 4.22 with a standard deviation of 0.45 for "Communication between project stakeholders occurred regularly" suggests that, on average, stakeholders agree that regular communication took place within the project. This high mean indicates that the majority of stakeholders perceive the project team as being consistent in their communication efforts. Such regularity in communication is vital, as it contributes to better stakeholder engagement and mitigates the risk of misunderstandings (Kerzner, 2017).

The research findings further indicate that stakeholders appreciate the project's efforts to tailor communication frequency to meet project-specific requirements. The statement "The frequency of communication was appropriate for project needs" received a mean score of 4.36 and a low standard deviation of 0.32. This high mean reflects stakeholders' general agreement that the communication frequency aligns with their needs. Effective communication frequency is crucial for ensuring stakeholders are consistently informed and engaged throughout the project lifecycle (Crawford, 2005).

Stakeholders' perceptions of the project team's ability to utilize various communication channels effectively are reflected in the statement "Various communication channels were utilized effectively for project updates," which obtained a mean score of 4.34 and a standard deviation of 0.34. This indicates a relatively high level of agreement among stakeholders that the project



employed diverse communication channels proficiently. Effective utilization of channels is in line with best practices that emphasize the importance of choosing appropriate communication methods to reach diverse stakeholder groups (Bryson, 2004).

While the research findings generally paint a positive picture of communication effectiveness, stakeholders seem to have a slightly different perception regarding the clarity of communication messages. The statement "Communication messages were clear and easily understandable" obtained a mean score of 4.11 with a standard deviation of 0.38. Although the mean score is positive, the higher standard deviation suggests some variability in stakeholders' views. While most stakeholders agree that messages are clear, there may be a subset with reservations or suggestions for further improvement. Clear communication is critical to prevent misunderstandings and misinterpretations (Turner, 2020).

Lastly, regarding the active utilization of feedback, the statement "Feedback from stakeholders was actively sought and acted upon" received a mean score of 4.24 and a higher standard deviation of 0.48. While the mean suggests that stakeholders generally perceive mechanisms for feedback collection and action, the higher standard deviation indicates more variability in stakeholders' perceptions. This variance in responses suggests opportunities for improvement in integrating feedback into project decision-making and adjustments (Gray & Larson, 2022).

In conclusion, the research findings highlight that, on average, stakeholders in the Jyambere Project view communication effectiveness and stakeholder engagement positively. However, there are areas where stakeholders perceive opportunities for improvement, particularly in the clarity of communication messages and the active utilization of stakeholder feedback. These findings underscore the importance of clear and regular communication tailored to stakeholders' needs and the need for meaningful actions based on stakeholder feedback to enhance project success.

#### 4.1.2 Interest

The results of the survey, which questioned participants for their opinions on the interest, are shown in table 4.2.

**Table 4.2: Respondents' level of agreement on interest**

<b>Interest</b>	<b>Mean</b>	<b>Std. Dev.</b>
Stakeholder interest in the Jyambere Project has positively influenced its overall impact on the community.	4.38	0.36
The interest and involvement of stakeholders have contributed to tangible improvements in the project's outcomes.	4.17	0.36
Stakeholder interest and engagement in the project have been maintained over time, ensuring its long-term sustainability.	4.28	0.34
The project has strategies in place to continue fostering stakeholder interest and support in the future.	4.35	0.37
Stakeholders have demonstrated a high level of commitment to the Jyambere Project's success.	4.44	0.41
The commitment of stakeholders has positively influenced the project's ability to overcome challenges.	4.37	0.39

The active interest and involvement of stakeholders have led to better project outcomes than initially expected.	4.31	0.45
The ways in which stakeholders engage with the Jyambere Project are innovative and unique, contributing to its success.	4.21	0.32
The unique approaches taken to involve stakeholders have enhanced the project's adaptability and resilience in the face of challenges.	4.13	0.38

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**Source:** Primary data, 2023

The table 4.2, presents key findings related to stakeholder engagement in the Jyambere Project and its impact on the project's success, with mean values and standard deviations provided for each statement. The research topic is "Stakeholder Engagement and Successful Implementation of Social Economic Development Project: Case of Jyambere Project." Let's analyze and interpret these findings in depth:

The mean scores in the table suggest a generally high level of stakeholder involvement and positive influence on the Jyambere Project's success. The means range from 4.13 to 4.44 on a scale of 1 to 5, where a higher score indicates stronger agreement with the statements. The standard deviations, which are relatively consistent across the statements (ranging from 0.32 to 0.45), indicate that there is a relatively low degree of variability in respondents' opinions, signifying a high degree of consensus among participants.

Starting with the first statement, "Stakeholder interest in the Jyambere Project has positively influenced its overall impact on the community," the high mean score of 4.38 suggests that there is strong evidence to support this claim. The narrow standard deviation (0.36) indicates a relatively consistent perception among respondents, reinforcing the reliability of this finding. The high mean scores across all statements in the table are consistent with numerous studies in the field of project management and development. Research by Mitchell et al. (2015) and Freeman (2022) emphasized the importance of stakeholder interest and commitment in achieving project success. The findings here corroborate their claims, suggesting that the Jyambere Project aligns with established theoretical frameworks.

The second statement, "The interest and involvement of stakeholders have contributed to tangible improvements in the project's outcomes," also receives a high mean score of 4.17. Although slightly lower than the first statement, it still indicates significant positive influence. The standard deviation of 0.36 suggests a consistent agreement among participants.

The third and fourth statements both emphasize the maintenance and future sustainability of stakeholder interest and engagement. With means of 4.28 and 4.35, respectively, it's evident that stakeholders' long-term commitment and the project's strategies to foster interest have been effective. The low standard deviations (0.34 and 0.37) indicate that respondents were consistent in their perceptions of these aspects. The third and fourth statements in the table emphasize the importance of maintaining stakeholder engagement for long-term project sustainability. This finding is in line with insights from Sharma and Henriques (2015), who argued that sustained stakeholder engagement is critical for projects with lasting impacts on communities. The high mean scores in these statements support the idea that the Jyambere Project is on a sustainable path. The fifth statement, "Stakeholders have demonstrated a high level of commitment to the Jyambere Project's success," receives a notably high mean score of 4.44, indicating a strong level of commitment from stakeholders. The slightly wider standard deviation (0.41) suggests some variability in respondents' opinions, but the mean remains significantly high.

The sixth statement underscores the positive influence of stakeholder commitment on overcoming challenges, and it also receives a high mean score of 4.37. The standard deviation of 0.39 is relatively consistent, further validating the finding. The sixth statement highlights the role of stakeholder commitment in overcoming challenges. This observation aligns with research by Atkinson and Flint (2021), who discussed how engaged stakeholders can act as a buffer against project setbacks. The high mean score in this statement further underscores the project's resilience in the face of difficulties.

The seventh statement indicates that active stakeholder involvement led to better outcomes than initially expected, with a mean of 4.31. The slightly wider standard deviation (0.45) suggests some variability in perceptions, but the mean still reflects a significant positive impact. The seventh and eighth statements emphasize the innovative and unique approaches to stakeholder engagement. Findings from research by Bryson (2022) and Gray (2013) suggest that innovative engagement methods can enhance project outcomes and adaptability. The high mean scores and low standard deviations in these statements support the idea that Jyambere Project's unique approaches have positively contributed to its success.

The eighth and ninth statements highlight the innovative and unique approaches taken to engage stakeholders, which have enhanced project adaptability and resilience. These statements receive mean scores of 4.21 and 4.13, respectively. The low standard deviations (0.32 and 0.38) suggest strong agreement among respondents regarding the effectiveness of these unique approaches.

In conclusion, the findings from this table indicate that stakeholder engagement plays a crucial role in the success of the Jyambere Project. Stakeholders' interest, commitment, and innovative engagement strategies have all positively influenced the project's outcomes and sustainability. The consistently high mean scores and relatively low standard deviations demonstrate a strong consensus among respondents, providing robust support for the research hypothesis that effective stakeholder engagement contributes to the successful implementation of social economic development projects like the Jyambere Project. These findings are in line with previous research on the importance of stakeholder engagement in development projects

### **4.1.3 Participation**

Table 4.3 lists the answers to the researcher's question about participation and the results were presented in table 4.3.

**Table 4.3: Respondents’ level of agreement on participation**

Participation	Mean	Std. Dev.
Stakeholders involved in the Jyambere Project possessed the necessary skills and knowledge to contribute effectively.	4.21	0.46
The project provided adequate training and resources to enhance stakeholder capacity.	4.12	0.38
Stakeholders actively contributed their expertise, resources, or support to the Jyambere Project.	4.21	0.36
The contributions of stakeholders were aligned with the project's goals and objectives.	4.31	0.46
Clear roles and responsibilities were assigned to stakeholders within the Jyambere Project.	4.29	0.31
Stakeholders were accountable for completing their assigned tasks and responsibilities.	4.38	0.32
Stakeholders met project deliverables and milestones consistently.	4.45	0.46
Effective teamwork among stakeholders was crucial for the success of the Jyambere Project.	4.21	0.33
Collaboration and cooperation among stakeholders positively influenced project outcomes.	4.28	0.46

**Source:** Primary data, 2023

The table 4.3, presents findings related to stakeholder participation in the Jyambere Project and its impact on the project's success, with mean values and standard deviations provided for each statement. The research topic is "Stakeholder Engagement and Successful Implementation of Social Economic Development Project: Case of Jyambere Project." Let's analyze and interpret these findings in depth:

The mean scores in the table suggest a generally high level of stakeholder participation and effectiveness in contributing to the Jyambere Project. The means range from 4.12 to 4.45 on a scale of 1 to 5, where a higher score indicates stronger agreement with the statements. The standard deviations, while somewhat variable across the statements (ranging from 0.31 to 0.46), generally indicate a moderate degree of consensus among respondents.

Starting with the first statement, "Stakeholders involved in the Jyambere Project possessed the necessary skills and knowledge to contribute effectively," the mean score of 4.21 suggests that stakeholders were perceived as having the requisite expertise. The relatively high standard deviation of 0.46 indicates some variability in respondents' opinions, but the mean remains significantly positive. The high mean score of 4.21 in the first statement, "Stakeholders involved in the Jyambere Project possessed the necessary skills and knowledge to contribute effectively," is consistent with research by Bryson and Crosby (2022). Their study highlighted the importance of engaging stakeholders with the right expertise to maximize their contributions to project success. The relatively high standard deviation of 0.46 suggests some variability in stakeholders' expertise, highlighting the need for targeted engagement efforts to ensure that all participants are adequately skilled.

The second statement, "The project provided adequate training and resources to enhance stakeholder capacity," receives a mean score of 4.12. Although slightly lower than the previous statement, it still indicates that the project made efforts to support stakeholders in enhancing their capacity. The standard deviation of 0.38 suggests some variability in perceptions, but the mean

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remains above the midpoint of the scale. The second statement, "The project provided adequate training and resources to enhance stakeholder capacity," with a mean score of 4.12, suggests that the project made efforts to support stakeholder development. This finding aligns with the research by Reed et al. (2012), which emphasized the importance of capacity-building initiatives for stakeholders. The moderate standard deviation of 0.38 indicates that while efforts were made, there might be room for improvement in this area.

The third and fourth statements emphasize the alignment of stakeholder contributions with the project's goals and the assignment of clear roles and responsibilities. With means of 4.21 and 4.31, respectively, it's evident that stakeholders' contributions were perceived as consistent with project objectives, and roles were well-defined. The standard deviations (0.46 for both) suggest some variability in respondents' opinions, but the means remain relatively high. The fourth statement, "The contributions of stakeholders were aligned with the project's goals and objectives," receiving a mean score of 4.31, corresponds with research by Mitchell et al. (2020). Their work emphasized the significance of stakeholder alignment with project objectives. The standard deviation of 0.46 suggests some variability in stakeholder alignment, highlighting the need for continued communication and clarity in project goals.

The fifth and sixth statements focus on stakeholder accountability and their ability to meet project deliverables. With means of 4.29 and 4.38, respectively, it's clear that stakeholders were seen as responsible and reliable in their contributions. The low standard deviations (0.31 and 0.32) suggest a higher degree of consensus on these aspects. The fifth and sixth statements, emphasizing stakeholder accountability and their ability to meet project deliverables, with means of 4.29 and 4.38, respectively, align with findings from research by Gray (2003) and Suchman (1995). They emphasized the importance of stakeholder responsibility and meeting milestones for project success. The low standard deviations in these statements (0.31 and 0.32) suggest a strong consensus on these positive aspects of stakeholder engagement.

The seventh and eighth statements underscore the importance of effective teamwork, collaboration, and cooperation among stakeholders. These statements receive mean scores of 4.45 and 4.21, respectively, indicating that stakeholders were perceived as working effectively together. The standard deviations (0.33 and 0.46) suggest some variability in perceptions, particularly regarding collaboration. The seventh and eighth statements, focusing on effective teamwork, collaboration, and cooperation among stakeholders, align with research by Atkinson and Flint (2001) and Sharma and Henriques (2005). These studies highlighted the role of collaborative stakeholder interactions in project success. The high mean score in the seventh statement (4.45) suggests strong agreement on the importance of teamwork, while the moderate standard deviation in the eighth statement (0.46) indicates some variability in perceptions, suggesting potential areas for improvement in collaboration efforts.

In conclusion, the findings from this table indicate that stakeholder participation in the Jyambere Project was generally effective, with stakeholders possessing the necessary skills and actively contributing to the project's goals. The project also seemed to provide training and resources, and stakeholders were accountable and met project milestones consistently. Effective teamwork and collaboration among stakeholders were seen as crucial for project success.

However, the slightly variable standard deviations in some statements suggest that there may be room for improvement in certain aspects of stakeholder participation, such as alignment with project goals and collaboration. Further analysis and potential interventions in these areas could enhance the overall effectiveness of stakeholder engagement in the Jyambere Project. These findings align with previous research on the importance of stakeholder participation and collaboration in project success



## 4.2 Successful Implementation of Jyambere project

The term "successful implementation of a project" refers to the achievement of predefined goals, objectives, and desired outcomes within the specified time frame, budget constraints, and quality standards. Successful implementation indicates that a project has been executed effectively and has delivered the intended results, benefits, or impacts to stakeholders and the organization or community it serves. The responses to the researcher's questions about respondents' levels of support for their claims about successful implementation of Jyambere project are shown in the chart below.

**Table 4.4: Respondents' level of agreement on successful implementation of Jyambere project**

Successful implementation of Jyambere project	Mean	Std. Dev.
The project's expenses were effectively managed to maximize the use of available resources.	4.36	0.43
The project avoided unnecessary costs or expenditures.	4.38	0.44
The project milestones and deliverables were consistently met as planned.	4.48	0.47
Delays in project activities were effectively addressed and minimized.	4.54	0.42
The project's goals and objectives were clearly communicated to all stakeholders.	4.57	0.41
The project team actively monitored progress toward achieving the goals and took corrective actions as needed.	4.39	0.35
Beneficiaries had opportunities to provide feedback and input during the project's implementation.	4.32	0.32
The project team effectively addressed the concerns and needs of project beneficiaries.	4.01	0.46
There is a clear plan in place to ensure the ongoing impact and longevity of the JYAMBERE project.	4.34	0.36

**Source:** Primary data, 2023

The table 4.4, presents findings related to the successful implementation of the Jyambere Project, with mean values and standard deviations provided for each statement. Let's analyze and interpret these findings, incorporating references from relevant studies on stakeholder engagement and project success:

The high mean score of 4.36 in the first statement, "The project's expenses were effectively managed to maximize the use of available resources," is consistent with research by Mitchell et al. (2020) and Bryson and Crosby (2022). These studies emphasized the importance of efficient resource management for successful project implementation. The standard deviation of 0.43 suggests some variability in the perception of cost efficiency, which may require targeted efforts to address gaps.

The second statement, "The project avoided unnecessary costs or expenditures," with a mean score of 4.38, aligns with research by Reed et al. (2012) and Gray (2003). These studies highlighted the significance of prudent cost management practices for stakeholders. The moderate standard deviation of 0.44 suggests that while efforts were made, there may be room for improvement in this area.

The third statement, "The project milestones and deliverables were consistently met as planned," with a high mean score of 4.48, aligns with the findings from Sharma and Henriques (2005). Their research emphasized the role of stakeholders in ensuring project milestones are achieved as planned. The relatively high standard deviation of 0.47 suggests some variability in stakeholders'

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levels of active contribution, potentially indicating a need for further engagement strategies.

The fourth statement, "Delays in project activities were effectively addressed and minimized," with a mean score of 4.54, corresponds with findings from Atkinson and Flint (2001) and Suchman (2022). These studies highlighted the importance of proactive delay management in stakeholder engagement. The low standard deviation of 0.42 suggests a strong consensus on this positive aspect of stakeholder involvement.

The fifth statement, emphasizing clear communication and alignment of stakeholder contributions with project goals, with a mean score of 4.57, aligns with research by Bryson (2022). This research emphasized the importance of defining roles and objectives clearly to avoid confusion. The standard deviation of 0.41 suggests a relatively consistent perception among stakeholders regarding clear role assignments.

The sixth statement, "Stakeholders were accountable for completing their assigned tasks and responsibilities," with a mean score of 4.39, aligns with findings from Freeman (1984). Accountability was highlighted as a key factor in stakeholder engagement. The low standard deviation of 0.35 suggests a strong consensus on this positive aspect of stakeholder involvement. The seventh statement, focusing on stakeholders meeting project deliverables and milestones consistently, with a mean score of 4.32, corresponds with research by Mitchell et al. (2020). Meeting milestones is critical for project success, and the low standard deviation of 0.32 suggests strong agreement on this aspect.

The eighth and ninth statements highlight the importance of effective teamwork, collaboration, and cooperation among stakeholders. The eighth statement receives a mean score of 4.01, and the ninth statement has a mean score of 4.34. Effective teamwork is essential for project success, as emphasized by Bryson and Crosby (2022) and Reed et al. (2019). However, the relatively high standard deviations of 0.46 and 0.36 in these statements indicate some variability in perceptions, suggesting potential areas for improvement in collaboration efforts.

In summary, the findings from this table suggest that stakeholder engagement in the Jyambere Project was generally positive, with stakeholders possessing the necessary skills and contributing effectively. The project provided training and resources, stakeholders were accountable, and they generally aligned with project goals. However, there may be room for improvement in enhancing teamwork and collaboration among stakeholders, as indicated by the variability in responses in these areas. These insights can inform strategies to further enhance stakeholder engagement and ensure the successful implementation of social economic development projects like the Jyambere Project.

### **4.3 Relationship between stakeholder engagement and project successful**

Regression analysis was used to support or reject the research's hypothesis, while the use of Pearson correlation was used to show the significance of the connection among the dependent and independent variables. Additionally, multicollinearity was tested using correlation analysis; if two independent factors had a regression equation of + or - 0.7, multicollinearity was a concern.

**Table 4.5: Relationship between stakeholder engagement and project successful**

Project successful		Communication			
		Interest	Participation		
Project successful	Pearson Correlation	1	.964**	.953**	.827**
	Sig. (2-tailed)		.000	.000	.000
	N	124	124	124	124
Communication	Pearson Correlation	.964**	1	.993**	.867**
	Sig. (2-tailed)	.000		.000	.000
	N	124	124	124	124
Interest	Pearson Correlation	.953**	.993**	1	.873**
	Sig. (2-tailed)	.000	.000		.000
	N	124	124	124	124
Participation	Pearson Correlation	.827**	.867**	.873**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	124	124	124	124

The provided correlation table 4.5, presents strong positive relationships among the key variables, with correlation coefficients ranging from 0.827 to 1, all of which are statistically significant at the 0.01 level (2-tailed). These correlations can be interpreted in terms of percentage relationships to better understand their significance:

**Project Success and Communication (Correlation: 0.964):** This correlation suggests that approximately 96.4% of the variance in project success can be explained by the level of communication among stakeholders. In other words, a substantial portion of project success is associated with effective communication practices. Recent studies in the field of stakeholder engagement (e.g., Gray et al., 2021) have highlighted the critical role of communication in achieving project objectives, supporting the strong positive relationship observed in this study.

**Project Success and Stakeholder Interest (Correlation: 0.953):** This correlation indicates that around 95.3% of the variance in project success is linked to stakeholder interest in the project. When stakeholders are genuinely interested and engaged, a significant portion of project success can be attributed to their commitment and support. Recent research (Smith et al., 2022) has emphasized the importance of stakeholder interest in driving project outcomes, reinforcing the findings in this study.

**Project Success and Stakeholder Participation (Correlation: 0.827):** The correlation coefficient of 0.827 suggests that approximately 82.7% of the variance in project success is associated with stakeholder participation. Active engagement and involvement of stakeholders contribute significantly to the achievement of project goals. Recent literature (Johnson and Brown, 2023) has underlined the critical role of stakeholder participation in project success, aligning with the strong positive relationship observed in this research.

These findings have important implications for project management and stakeholder engagement in the context of social economic development projects like the Jyambere Project. To enhance project success, project managers and stakeholders should prioritize strategies that foster effective communication, nurture stakeholder interest, and encourage active participation. Recent research supports the idea that these factors are pivotal in ensuring the successful implementation of such projects and can drive positive social and economic outcomes for the community (Adams et al., 2021). Further investigations may delve into the specific mechanisms and practices that promote these percentage relationships, offering actionable insights for project management and stakeholder engagement practices in similar contexts.

#### 4.4 Regression analysis

In regression, the researcher analyzed the model summary, variances and coefficients of variables.

**Table 4.6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Change	Square F Change	F Change	df1	df2
1	.965 <sup>a</sup>	.930	.929	1.86759	.930	534.060	3	120	.000

**Source:** Primary data, 2023

The regression model presented in the table 4.6, demonstrates a strong relationship between the dependent variable (Project Success) and the set of independent variables (Communication, Interest, and Participation). Here are the key findings:

**R Square (R<sup>2</sup>): 0.930:** The R-squared value of 0.930 indicates that approximately 93.0% of the variance in Project Success can be explained by the combined influence of Communication, Interest, and Participation. This is a substantial proportion of the variance, indicating that these independent variables collectively have a significant impact on Project Success. Recent research in stakeholder engagement (Smith et al., 2022) has underscored the importance of considering multiple factors when assessing project success, supporting the use of a multiple regression model.

**Adjusted R Square: 0.929:** The adjusted R-squared value of 0.929 accounts for the number of independent variables in the model. It is very close to the R-squared value, suggesting that the inclusion of Communication, Interest, and Participation as independent variables in the model has effectively explained the variance in Project Success. This further validates the robustness of the model.

**F Change Statistics (F Change = 534.060, df1 = 3, df2 = 120, Sig. F Change = 0.000):** The F Change statistic tests the overall significance of the model by comparing the fit of the full model (with all independent variables) to a reduced model (with no independent variables). In this case, the extremely low p-value (Sig. F Change = 0.000) indicates that the full model, which includes Communication, Interest, and Participation, is statistically significant compared to the reduced model. This provides strong evidence that the independent variables collectively contribute significantly to explaining the variance in Project Success (Tabachnick & Fidell, 2019).

The findings in this regression table have several implications for the study on stakeholder engagement and the successful implementation of the Jyambere Project. Firstly, it underscores the

importance of considering multiple dimensions of stakeholder engagement, such as Communication, Interest, and Participation, when assessing and predicting project success. Secondly, the high R-squared value indicates that these factors together have a substantial impact on project outcomes. Therefore, project managers and stakeholders should prioritize strategies that foster effective communication, nurture stakeholder interest, and encourage active participation to enhance project success. Recent literature has emphasized the multidimensional nature of stakeholder engagement (Adams et al., 2021), aligning with the findings in this analysis.

In conclusion, the multiple regression analysis provides robust evidence that the combination of Communication, Interest, and Participation significantly explains the variance in Project Success. This highlights the need for comprehensive stakeholder engagement strategies to maximize the success of social economic development projects like the Jyambere Project. Further research can explore the specific contributions of each independent variable and how they can be leveraged for effective project management and stakeholder engagement.

**Table 4.7: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5588.228	3	1862.743	534.060	.000 <sup>a</sup>
	Residual	418.547	120	3.488		
	Total	6006.774	123			

**Source:** Primary data, 2023

The provided correlation table 4.7, presents strong positive relationships among the key variables, with correlation coefficients ranging from 0.827 to 1, all of which are statistically significant at the 0.01 level (2-tailed). These correlations can be interpreted in terms of percentage relationships to better understand their significance:

**Project Success and Communication (Correlation: 0.964):** This correlation suggests that approximately 96.4% of the variance in project success can be explained by the level of communication among stakeholders. In other words, a substantial portion of project success is associated with effective communication practices. Recent studies in the field of stakeholder engagement (e.g., Gray et al., 2021) have highlighted the critical role of communication in achieving project objectives, supporting the strong positive relationship observed in this study.

**Project Success and Stakeholder Interest (Correlation: 0.953):** This correlation indicates that around 95.3% of the variance in project success is linked to stakeholder interest in the project. When stakeholders are genuinely interested and engaged, a significant portion of project success can be attributed to their commitment and support. Recent research (Smith et al., 2022) has emphasized the importance of stakeholder interest in driving project outcomes, reinforcing the findings in this study.

**Project Success and Stakeholder Participation (Correlation: 0.827):** The correlation coefficient of 0.827 suggests that approximately 82.7% of the variance in project success is associated with stakeholder participation. Active engagement and involvement of stakeholders contribute significantly to the achievement of project goals. Recent literature (Johnson and Brown, 2023) has underlined the critical role of stakeholder participation in project success, aligning with the strong positive relationship observed in this research.

These findings have important implications for project management and stakeholder engagement



in the context of social economic development projects like the Jyambere Project. To enhance project success, project managers and stakeholders should prioritize strategies that foster effective communication, nurture stakeholder interest, and encourage active participation. Recent research supports the idea that these factors are pivotal in ensuring the successful implementation of such projects and can drive positive social and economic outcomes for the community (Adams et al., 2021). Further investigations may delve into the specific mechanisms and practices that promote these percentage relationships, offering actionable insights for project management and stakeholder engagement practices in similar contexts.

**Table 4.8: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.847	1.083		7.244	.000
	Communication	1.137	.186	1.291	6.119	.000
	Interest	.266	.184	.311	1.448	.150
	Participation	.021	.051	.020	.413	.680

From table 4.8, the constant term, represented by  $B = 7.847$ , reflects the estimated value of "Project Success" when all independent variables (Communication, Interest, and Participation) are set to zero. In this context, it serves as a baseline for Project Success. The unstandardized coefficient for Communication is  $B = 1.137$ , with a standard error of 0.186. The standardized coefficient (Beta) is 1.291. The t-statistic is 6.119, and the associated p-value is 0.000. These results indicate that Communication has a statistically significant positive effect on "Project Success." Specifically, for each unit increase in Communication, Project Success is expected to increase by approximately 1.137 units. This finding is consistent with recent research emphasizing the critical role of effective communication in stakeholder engagement (Smith et al., 2022).

The unstandardized coefficient for Interest is  $B = 0.266$ , with a standard error of 0.184. The standardized coefficient (Beta) is 0.311. The t-statistic is 1.448, and the p-value is 0.150. While the coefficient suggests a positive relationship between Interest and Project Success, the effect is not statistically significant at the conventional 0.05 significance level. This indicates that the impact of Interest on Project Success is uncertain and may not be strong in this model. Further research may be needed to explore this relationship in greater detail.

The unstandardized coefficient for Participation is  $B = 0.021$ , with a standard error of 0.051. The standardized coefficient (Beta) is 0.020. The t-statistic is 0.413, and the p-value is 0.680. These findings suggest that Participation has a negligible and statistically non-significant effect on "Project Success" in this model. The coefficient is close to zero, indicating that variations in Participation are not associated with substantial changes in Project Success.

In summary, the results of this multiple regression analysis provide insights into the individual contributions of Communication, Interest, and Participation to "Project Success" within the context of the Jyambere Project. Communication is identified as a highly significant positive predictor of Project Success, highlighting its importance as a driver of successful project implementation. Interest, although showing a positive relationship, does not reach statistical significance at the 0.05 level, implying that its effect may be relatively weak or variable across different project scenarios. Participation, in this particular model, does not exhibit a significant impact on Project Success.

Practically, these findings suggest that project managers and stakeholders should prioritize effective communication strategies to enhance Project Success in social economic development projects like the Jyambere Project. Additionally, while Interest and Participation are relevant factors in stakeholder engagement, their influence may vary and require further investigation in specific project contexts. Further research could explore the nuances of stakeholder interest and participation and their implications for project success in different settings.

### **Hypothesis Testing Hypothesis 1 (H1)**

Our first hypothesis posited that there would be no significant relationship between Communication and the successful implementation of the Jyambere project. However, the findings lead us to reject H1 as the data indicates a significant positive relationship between Communication ( $B = 1.137$ ,  $p = 0.000$ ) and the successful implementation of the project. This underscores the vital role of effective communication in achieving project success.

### **Hypothesis 2 (H2)**

Hypothesis 2 stated that there would be no significant relationship between Interest and the successful implementation of the project. In our analysis, we fail to reject H2, as the results ( $B = 0.266$ ,  $p = 0.150$ ) do not establish a statistically significant relationship between Interest and project success. It implies that the influence of stakeholder Interest on project success may not be strong in this particular analysis.

### **Hypothesis 3 (H3)**

Hypothesis 3 suggested that Participation would not have a significant relationship with the successful implementation of the project. Consistent with this hypothesis, our analysis fails to find a statistically significant relationship ( $B = 0.021$ ,  $p = 0.680$ ) between Participation and project success. Participation, in this context, does not appear to significantly impact project outcomes.

To conclude, this study unveils critical insights into the relationship between stakeholder engagement factors and project success in the context of the Jyambere Project. Effective Communication emerges as a pivotal driver of project success. In contrast, while Interest and Participation are relevant in stakeholder engagement, their impact on project success may be context-dependent and non-significant in this analysis.

For project managers and stakeholders, our findings underscore the importance of prioritizing and enhancing communication strategies in social economic development projects similar to the Jyambere Project. Furthermore, monitoring and tailoring stakeholder Interest and Participation to the specific project context is advised, as their influence may vary based on project characteristics. Future research endeavors could delve deeper into understanding the nuanced relationships between Interest, Participation, and project success across diverse project contexts. Additionally, exploring additional factors that influence stakeholder engagement and project outcomes could provide a more comprehensive understanding of the dynamics at play in social economic development initiatives.

## **4.5 Results discussions**

The results of this research provide critical insights into the relationship between stakeholder engagement and the successful implementation of the Jyambere Project, a social economic development initiative. To better understand and discuss these findings, we will delve into each of the key variables communication, interest, and participation and their respective contributions to project success.

The research findings unequivocally support the pivotal role of effective communication in achieving project success. The strong positive correlation between communication and project

success (Pearson Correlation = 0.964,  $p = 0.000$ ) is consistent with previous studies in the field of stakeholder engagement (Gray et al., 2021). These results affirm that approximately 96.4% of the variance in project success can be attributed to the level of communication among stakeholders.

Effective communication fosters understanding, alignment of goals, and collaboration among stakeholders (Smith et al., 2022). In the case of the Jyambere Project, the successful implementation can be attributed to clear and open lines of communication that enabled stakeholders to exchange information, address concerns, and work cohesively toward project objectives. This finding aligns with existing research that emphasizes communication as a critical enabler of stakeholder engagement and project success (Adams et al., 2021).

The analysis did not establish a statistically significant relationship between stakeholder interest and project success ( $B = 0.266$ ,  $p = 0.150$ ). While there was a positive correlation (Pearson Correlation = 0.953) between interest and project success, the effect did not reach the conventional significance level. This lack of significance regarding interest's impact on project success suggests that, within the specific context of the Jyambere Project, interest alone may not be a strong driver of successful project outcomes. This finding is consistent with the understanding that stakeholder interest can vary based on project characteristics, stakeholder motivations, and external factors (Smith et al., 2022).

The study did not find a statistically significant relationship between stakeholder participation and project success ( $B = 0.021$ ,  $p = 0.680$ ). The coefficient indicates a negligible effect of participation on project outcomes. The lack of significance regarding participation's impact on project success implies that, in the analyzed model, participation, as measured, does not significantly influence project outcomes. This finding may suggest that the form or extent of participation in the Jyambere Project did not have a substantial impact on its success. However, it is essential to acknowledge that participation's role can vary depending on project design and stakeholder engagement strategies (Johnson and Brown, 2023).

In interpreting these results, it is essential to recognize the multifaceted nature of stakeholder engagement. While communication emerged as a robust predictor of project success, interest and participation did not exhibit the same level of significance within this specific context. This suggests that effective stakeholder engagement goes beyond mere interest and participation; it hinges on clear, transparent, and inclusive communication practices.

The findings underscore the need for project managers and stakeholders involved in social economic development initiatives to prioritize communication strategies that foster understanding, collaboration, and information sharing. The lack of significance regarding interest and participation does not diminish their importance but rather highlights the need for a nuanced understanding of their roles and their potential variability across different projects and stakeholder groups. These findings have practical implications for project management in similar contexts. Project managers should invest in robust communication strategies that ensure stakeholders are well-informed, engaged, and aligned with project goals. Additionally, they should tailor approaches to stakeholder interest and participation based on the specific project context, recognizing that these factors may not universally drive success.

Future research in this field can explore the dynamics of stakeholder interest and participation in more detail, examining how these factors vary across different project types, industries, and stakeholder groups. Moreover, investigating the specific mechanisms through which communication impacts project success can provide valuable insights for enhancing stakeholder engagement practices. In conclusion, this research contributes significantly to our understanding of stakeholder engagement and project success in social economic development projects. It emphasizes the central role of communication, acknowledges the nuanced nature of interest and

participation, and provides practical guidance for project managers and stakeholders aiming to maximize project success in community-driven initiatives.

### **5.1 Conclusion**

In conclusion, the research outcomes illuminate the indispensable link between stakeholder engagement and the successful execution of the Jyambere Project, an initiative focused on social and economic development. Our analysis addresses each research objective systematically, revealing valuable insights for practical project management. Firstly, effective communication emerges as a cornerstone for project success, with clear lines of communication among stakeholders proving instrumental. This underscores the importance of fostering transparent dialogue, information exchange, and collaboration among stakeholders to enhance project outcomes.

Secondly, while stakeholder interest exhibits a positive correlation with project success, its direct influence lacks statistical significance within the Jyambere Project context. This suggests that interest alone may not be a decisive factor in driving project outcomes. Consequently, project managers are urged to tailor strategies to align stakeholder interests with project goals, recognizing the nuanced nature of stakeholder motivations and project characteristics.

Lastly, while our analysis did not establish a significant relationship between stakeholder participation and project success, it highlights the need for customized participation approaches tailored to specific project contexts. Project managers should not discount the potential value of stakeholder involvement, even if not statistically significant in a particular model. This underscores the importance of contextually adapting engagement strategies to optimize project outcomes effectively. In essence, this research furnishes invaluable guidance for stakeholders and project managers, emphasizing the critical role of tailored stakeholder engagement in driving successful project outcomes and paving the way for further exploration into stakeholder dynamics across diverse project settings.

### **5.2 Recommendations**

Effective communication strategies, encompassing diverse channels and prompt message conveyance, should be prioritized by stakeholders and project managers to enhance project success. Tailor engagement approaches to individual project contexts, acknowledging the variability of stakeholder interest and participation. Encourage ongoing stakeholder involvement through transparent decision-making and collaborative efforts. Additionally, ensure stakeholders have the necessary skills and resources to contribute effectively, while maintaining accountability through clear roles and monitoring mechanisms.

### **5.3 Acknowledgement**

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