INTERNAL STAKEHOLDER MANAGEMENT IN ZESCO DISTRIBUTION PROJECTS

By

SILILO MUNDIA

A dissertation submitted to the University of Zambia in partial fulfilment of the requirements of the degree of Master of Engineering in Project Management

THE UNIVERSITY OF ZAMBIA

LUSAKA

2024

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DECLARATION

I, **Sililo Mundia** hereby declare that the work presented in this dissertation is the result of my research work and that it has not previously been submitted for a degree, diploma or other qualification at this or another University.

Signed:…….

Date:…….

Lusaka, Zambia

DEDICATION

I dedicate this paper to my daughter Thabo Mundia, my mother Fenny Hamilenga, my late father, Christopher Mundia, and all my brothers and sisters who always encouraged to remain focused and work hard.

ACKNOWLEDGEMENTS

This dissertation has been possible because of the many people who have contributed in various ways who are too numerous to mention individually.

I wish to extend my sincere gratitude to my employer, **ZESCO Ltd** for granting me permission to study and authority to conduct research within the corporation. I would like to extend my immerse gratitude to ZESCO employees in the directorate of planning projects who took part in the study survey.

I thank my supervisor **Professor Mundia Muya** for his constant guidance and support during my study. I would like to thank the school of engineering more especially the department of civil and environmental engineering for the guidance during this study.

Finally, I would like to thank my family, friends and my wife **Mutale** for the support and encouragement while conducting the research.

APPROVAL

This dissertation of **Sililo Mundia** has been approved as fulfilling the requirements for the award of the degree of Master of Engineering in Project Management by the University of Zambia.

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ABSTRACT

Stakeholders have influence on both project performance and success. This study investigated internal stakeholder management in ZESCO distribution projects. The main objective of the study was to develop a framework for internal stakeholder management. The specific objectives of the study were to: determine factors influencing stakeholder management on ZESCO distribution projects; establish the degree of influence of stakeholder engagement on the performance of ZESCO distribution projects; determine the impact of stakeholder mapping on the performance of ZESCO distribution projects; and examine the relationship between stakeholder management and the performance of ZESCO distribution projects. The study employed a mixed method research approach, incorporating both qualitative and quantitative methods. The sample was drawn from ZESCO employees engaged in distribution projects, and data was gathered through interviews and questionnaires. The findings underscored the critical role of effective stakeholder mapping, engagement and management in the success of ZESCO distribution projects. Addressing internal stakeholders' concerns and proper engagement positively influences project performance. It was further established that engaging internal stakeholders at various project stages improves project delivery time. The findings also indicated that stakeholder mapping is valuable executing projects within schedule, cost management, environmental considerations, and conflict resolution. It was concluded that stakeholder management has an impact on project performance parameters of cost, time and quality. Comprehensive training programs in project management and awareness campaigns about the project management procedures were recommended. It was established that the internal stakeholder management framework developed by the study can help improve project performance in ZESCO distribution projects.

Keywords: *Internal stakeholder management, ZESCO distribution projects, stakeholder management framework*

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LIST OF ABBREVIATIONS

8NDP	8th National Development Plan
DDCC	District Development Coordinating Committee
DFID	Department for International Development
EIA	Energy Information Administration
ERB	Energy Regulation Board
ESAP	Environmental and Social Assessment Procedure
ESD	Environmental and Sustainability Department
ESE	Early Stakeholder Engagement
ESIAs	Environmental and Social Impact Assessments
IEA	International Energy Agency
IFC	International Finance Corporation
IPPs	Independent Power Producers
KGLPS	Kafue Gorge Lower Power Station
LCMS	Living Conditions Monitoring Survey
LOC	Letter of Collaboration
LTDRP	Lusaka Transmission and Distribution Rehabilitation Project
MCP	Multi-Cultural Projects
MV	Medium Voltage
PIU	Project Implementation Unit

PPM	Project Performance Management
PPPs	Public–Private Partnerships
SDGs	Sustainable Development Goals
SEM	Structural Equation Modeling
SHEQ	Safety, Health, Environment, and Quality
SM	Stakeholder Management
SPSS	Statistical Package for Social Sciences
ZamStats	Zambia Statistical Agency
ZEMA	Zambia Environment Management Agency

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Energy is an important element for both social and economic development of any nation because of its role in the production of nearly all goods and services, from agriculture and mining to manufacturing and transportation, as well as in the information technology sector (Bergasse, et al., 2013).

The goal of providing affordable, reliable, and sustainable energy for all is a key part of the Sustainable Development Goal 7 (SDG7) (UNEP, 2015). To reach this goal, different groups and organizations involved in both grid-connected and off-grid power sectors must be consulted, engaged, and mobilized. These parties play a crucial role in financing, supplying, using, and regulating electricity infrastructure, so understanding their interests is important (Sharifi & Yamagata, 2016).

The Eighth National Development Plan (8NDP) is concentrating on development, and one of its strategies is improving the generation, transmission, and distribution of power and expanding into other clean and sustainable alternative energy sources (Ministry of Finance and National Planning, 2022).

Despite ZESCO being a major energy supplier to its SADC neighbors, it has struggled to expand access to electricity for local customers due to various factors including lack of national grid coverage, particularly in rural regions (Muchiya, 2022). Additionally, Zambia's access to power has been limited by outdated transformers and Medium Voltage (MV) feeder lines (USAID, 2018). Evidence from the 2015 Living Conditions Monitoring Survey (LCMS) indicates that only 31.2% of Zambian homes are connected to the grid with the vast majority (96.3%) of rural dwellers not accessing electricity while 67.7% urban dwellers have access (ZamStats, 2016).

The current level of globalization has created a phenomenon where Zambia’s demand for energy has increased due to productivity purposes and recreational activities (Batidzirai, et al., 2018). According to the energy sector report 2022, the national energy consumption rose

by 12% from 11,481MWh in 2020 to 12,831 in 2021 (ERB, 2022). In response to the escalating demand, ZESCO Limited, the state-owned company mandated to generate, transmit, distribute and supply electricity is implementing various projects (ZESCO, 2022). These projects require effective management of both internal stakeholders, such as ZESCO employees with vested interests, and an array of external stakeholders, including but not limited to the government, independent power producers, and local communities. The external stakeholders also include the Government of the Republic of Zambia (GRZ), Independent Power Producers (IPPs) from whom ZESCO purchases power such as Maamba Collieries Limited, the Energy Regulation Board (ERB), other regional governments with whom it has agreements for power purchase, contractors, the local customers and the communities (ITA, 2022).

According to Ngetich & Gakuu (2019), both the success and the performance of projects are heavily impacted by stakeholders. According to their research results, project managers should prioritise the thorough evaluation and analysis of all relevant internal and external stakeholders. The study further indicated that it is crucial to learn what stakeholders want and anticipate from a project before it is launched. A project with many stakeholders may suffer from the project manager's inadequate understanding of stakeholder management (SM), as well as from the failure to comprehend the needs, expectations, and possible conflict areas of the stakeholders (Zarewa, 2019). For instance, conflicts have arisen due to issues of compensation on projects which has led to delays in project implementation (Jones, 2021).

In contrast to the fields of environmental management, urban development, and water management, stakeholder management in electricity distribution projects is a newer discipline (Mok & Yang, 2015). Knowing how the energy industry is changing necessitates an awareness of the many stakeholders in decision-making processes (Hirmer, et al., 2021). Stakeholder management helps to address issues of legitimacy in decision making and requires participation and involvement by building relationships that help each party to achieve a common goal (Bal, et al., 2013). As a project gets more complex, stakeholder management becomes more crucial. Uncertainties resulting from new technology and the engagement of different stakeholder groups and their interests can be characteristics of

complex projects (Rankinen, et al., 2022). The power distribution projects being carried by ZESCO are an example of such an undertaking.

1.2 Statement of the problem

According to the Environmental Sustainability Departement (ESD), local communities have negatively been affected by project implementation as a result of social distress (ZESCO, 2016). On the other hand, stakeholders have impacted projects negatively. For example, on projects where there has been compensation in Kenya, conflicts have arisen between implimenting teams and the stakeholders being compensated leading to delays in project execution (Jones, 2021). Literature shows that stakeholders have notable influence not only on the success of projects but also on the performance of the projects aswell (Ngetich & Gakuu, 2019). However, there is insufficient information to help understand the influence of internal stakeholder management on the performance of ZESCO distribution projects. Thus, this study investigated the influence of stakeholders on the performance on ZESCO distribution projects and developed a framework for internal stakeholder management on ZESCO distribution projects.

1.3 Main objective

To develop an internal stakeholder management framework for ZESCO distribution projects.

1.4 Specific objectives

To achieve the main objective, specific objectives of the study were to:

i. determine factors influencing stakeholder management on ZESCO distribution projects;
ii. establish the degree of influence of stakeholder engagement on the performance of ZESCO distribution projects;
iii. determine the impact of stakeholder mapping on the performance of ZESCO distribution projects; and
iv. examine the relationship between stakeholder management and the performance of ZESCO distribution projects.

1.5 Research questions

To achieve the specific objectives, the study answered the following questions:

i. what factors influence stakeholder management on ZESCO distribution projects?
ii. what is the influence of stakeholder engagement on the performance of ZESCO distribution projects?
iii. what is the impact of stakeholder mapping on the performance of ZESCO distribution projects.? and
iv. what is the relationship between stakeholder management and the performance of ZESCO distribution projects?

1.6 Significance of the study

The findings of the study helped understand the effects of stakeholder management on the performance of ZESCO distribution projects. The study recommended what needs to be improved and strengthened in the management of the stakeholders on distribution projects. In addition, the study developed a framework for internal stakeholder management in ZESCO distribution projects which could improve project performance. Being an understudied topic in Zambia, the dissertation will also serve as a literature review for future studies.

1.7 Scope of the study

The study was conducted in the directorate of planning and projects in ZESCO among internal stakeholders with vested interest in distribution projects. It investigated the influence of internal stakeholders on project performance and developed a framework for internal stakeholder management.

1.8 Methodology

The study employed an exploratory sequential research design which involved collection of data in two phases. The first phase involved collection of qualitative data which was used to formulate questionnaires for the second phase involving quantitative data collection. The

sampling technique used was total enumeration. The instruments that were used for the study were an interview guide and semi structured questionnaire.

1.9 Ethical consideration

The foundational principle of ethical research is to defend the rights and welfare of participants by putting safeguards in place to protect them and guard against potential violations of their human and ethical rights (Wijk & Harrison, 2013).

To ensure adherence to the ethics, the researcher sought ethical clearance from the University of Zambia before conducting the research. Additionally, the researcher obtained authority from ZESCO Limited before carrying out research within the company.

1.10 Organization of study

Chapter one includes the study's background, significance of study, statement of the problem, main objective, specific objectives, research questions, study scope, and ethical considerations;

Chapter two outlines the theoretical, non-empirical and empirical literature reviewed

Chapter three discusses the research methodology, including research design, nature and source of data, target population and sample, sampling methods, method of data collection, instruments, and method of data analysis. The chapter details the: research approach, design, target population; sample and sampling procedure; research tools; validity and reliability; data collection methods; data analysis concerns; and ethical issues.

Chapter four presents the results and data analysis.

Chapter five provides a discussion of the study findings,

Chapter six gives the conclusions and recommendations of the research.

1.11 Chapter summary

Chapter one introduced the study, giving study's background, significance of study, problem statement, main objective, specific objectives, research questions, study scope and ethical considerations as well as the organization of the dissertation. The next chapter presents the literature review of the study.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

The previous chapter gave the study's background, significance of study, statement of the problem, main objective, specific objectives, research questions, study scope, and ethical considerations as well as the organization of the dissertation. This chapter will discuss the theoretical review, non-empirical review, empirical review of literature starting from global level, African perspective and Zambian perspective and the conceptual framework.

2.1 Theoretical review

This part reviews theories about stakeholders on projects.

2.1.1 Stakeholder theory

Freeman (1984) suggested organizations have stakeholders. He outlined the key parts of the stakeholder idea and started the stakeholder management field. The stakeholder theory says that besides investors, other outside groups need to be thought about for any project. These include communities, community groups, labor unions, professional groups, environmental groups, government entities, linked businesses, employees, customers, and the public. The main assumption is that an organization interacts with different groups. It can gain and keep their support by considering and balancing those groups' interests (Okoth, 2014).

Stakeholder theory's primary and unique goal is to empower managers to comprehend their stakeholders and effectively manage them. The theory additionally explains that treating stakeholders fairly is connected to the organization's long-term survival and has highlighted the managerial value of stakeholder management (Frewer, 2020).

2.2 Non - empirical review

This section considers aspects of the research such as stakeholder in electrical projects, heterogeneity of stakeholders and stakeholder management in ZESCO projects.

2.2.1 Stakeholders in electrical projects

When compared to other fields like environmental management, urban development, and water management, the management of stakeholders in the provision of electricity infrastructure is a relatively new occurrence (Edomah, et al., 2021).

Power grid projects have three key phases which involve stakeholders. These phases are:

i) the need definition phase: this phase gathers feedback from stakeholders. The goal is to determine and justify the need for future power projects.

ii) the spatial planning phase: this phase focuses on the study field. It looks at how to handle environmental and economic aspects of the project. It considers short and long-term impacts on the landscape.

iii) the permitting phase: this phase starts with a request for a declaration. This ensures all legal factors are- in order. It also includes precise localization of the project. This is decided through talks with authorities and stakeholders. The-ir interests may be directly impacted by the project (Späth & Scolobig, 2016).

2.2.2 Heterogeneity of stakeholders

Different stakeholders will have varying amounts of drive, interest, and power. The diversity of interests that all stakeholders in a given organization or project have by definition offers one of the most significant challenges to the stakeholder management process. According to the UK Department for International Development (DFID) (1995), project failure is driven by differing expectations among various stakeholders on their respective duties. Even among a seemingly homogeneous collection of stakeholders, there may be subtle variances or quirks among the participants that, depending on the project's length, stage, or other factors, materialize as separate obstacles for the project.

Although stakeholders can be broadly divided into groups of persons who share a common interest, DFID (1995) warns that there are sub-categories of stakeholders with varying interests within them, which may or may not be prepared to subsume in the overall collective interest. Communities can be viewed as numerous overlapping clusters of groups with variable levels of interaction, interests, and motives that form a web of various boundaries despite sharing the same locale (Heravi, et al., 2015). To make matters worse, by considering

stakeholder dynamics, the heterogeneity also grows inherently. Mitchell et al. (1997) underlined the temporal and dynamic aspect of stakeholder analysis. Depending on the specific project activity, milestones, and consequences, new stakeholders may emerge at any point in the project cycle, or existing stakeholders may choose to participate in different ways (DFID, 1995). In response to shifting conditions, new classes and combinations of stakeholders emerge over time, changing concerns and priorities. The process is acknowledged as being cyclical, periodic, and continuous in the stakeholder management (Cleland, 1986).

2.2.3 Stakeholder management in ZESCO

According to the ZESCO project management procedure for the initiation phase, stakeholder management in projects should begin from the inception of the projects. Both internal and external key stakeholders should be identified, analyzed by the project implementation team during the pre-feasibility studies (ZESCO, 2019). The project implementation team is supposed to come up with a stakeholder engagement plan to be used during the entire project life cycle. According to the ZESCO project management procedure (2019), the stakeholder management plan should be put into action by the project team. Additionally, the stakeholders should be kept fully aware of the project's development and any implementation details that have a direct bearing on them. The project manager is supposed to spearhead the engagement of all the internal stakeholders.

2.3 Empirical review

This part reports what was found out by other researchers in similar studies. The findings reported here are relevant to this study starting from global level, African perspective and finally to the published literature reviews in the Zambian context.

2.3.1 Global context

Stakeholders can often be a key source of project uncertainty, encompassing their role, the manner in which they may influence project success at various stages of the project life cycle, and the consequences of that effect. Therefore, a project manager must consider stakeholder needs and expectations to ensure project success (Nguyen & Aguilera, 2010).

An empirical study was carried out in Indonesia, which developed and tested the model to predict the influence of stakeholders on project success. The role of stakeholders in project success was defined using: stakeholder impact, stakeholder engagement, and stakeholder psychological empowerment. Meanwhile, project success was judged in terms of cost, time, quality, profitability, and customer satisfaction. The data collected from a questionnaire survey of 204 respondents was analyzed using structural equation modeling (SEM). The study's findings supported the model, with path coefficient values of 0.416 for stakeholder impact, 0.233 for stakeholder involvement, and 0.492 for stakeholder psychological empowerment connected with project success. The study found that stakeholder's psychological empowerment had a significant impact on project performance, as did stakeholder participation (Chandra, et al., 2020).

According to a study done by Rosario & Goh (2007), on community stakeholder management in wind energy development projects, a weak community stakeholder management procedure throughout the planning stages might generate problems for the project, or worse, project failure and abandonment by the developer. The researchers used a descriptive research approach to conduct interviews with industry practitioners and analyzed secondary data on industry best practices, policies, literature, and case studies. The study created a comprehensive and creative framework to assist project managers of wind energy development initiatives in being better prepared and aware of community stakeholder management challenges. During the identification of community stakeholders for each project, a baseline list of community stakeholders and their shared issues was created. The study concluded that community engagement is an essential process that should be started as soon as feasible and as widely as possible. In addition, significant concepts and a range of commonly used strategies for community stakeholder management should be implemented during the project planning phases, even though it is acknowledged that not all stakeholders can be satisfied in every circumstance. The results of the study suggest that to alleviate, if not completely eradicate, any challenges that may impede the successful execution of wind energy development projects, more thorough and efficient guidelines for community stakeholder management during the planning stage are needed (Rosario & Goh, 2007).

Hidayah & Rarasati (2020) carried out a study on Stakeholder management in sustainable Rural Electrification Program (REP). The study involved reviewing literature on the subject from journals, certain institutions, such as International Energy Agency (IEA) and International Finance Corporation (IFC). According to the study findings, three main themes—stakeholder influence, stakeholder identification and classification, and stakeholder involvement—can be applied to SM in connection to REP. Regarding stakeholder influence, a large body of scholarship has concentrated on how government policies, in particular, may impact REP and how these efforts might benefit the stakeholder. The second theme recognized that one step in SM procedures is the identification and classification of stakeholders. It was discovered that stakeholders could be categorized differently for community renewable energy projects and off-grid solar PV projects. The fundamental goal of the REP is to continue plant operation, and authors of both current and historical literature have emphasized the significance of stakeholder input and involvement in this regard (Hidayah & Rarasati, 2020).

Johnston (2015) carried out a study to investigate various approaches and evaluate how they affect project results. The theoretical frameworks of social license to operate and stakeholder involvement, as established in the body of current literature, served as the foundation for this inquiry. To provide a wide range of project types and related stakeholder groups for research, the study evaluated both renewable and non-renewable energy projects. A thorough examination of each project's engagement records was carried out to assess the effectiveness of stakeholder engagement techniques. These records were compared to current industry and academic literature, legal requirements, and the projects' results. The results of this investigation showed that a number of critical elements were necessary for stakeholder engagement projects to be effective. These included the inherent qualities of the particular project, the position and reputation of the businesses carrying it out, and the ability to resolve stakeholder issues within the parameters of the project. It was discovered that this combination of variables has a noticeable impact on the general caliber and success of the project results (Johnston, 2015).

Sinclair (2019) initiated a research project with the primary goal of developing a thorough model for effective stakeholder management. The present study utilized a methodological

approach that was distinguished by reflective practitioner principles and action research methodology. The latter was deemed crucial in the creation, execution, methodical examination, and assessment of a framework for managing stakeholder involvement. The Water Corporation, a significant government organization in Western Australia, was the specific focus of the research. This study's research methodology was essentially qualitative in nature, with a focus on in-depth examination and interpretation of stakeholder engagement methods and their organizational ramifications. The study's findings, upon conclusion, indicated that the stakeholder engagement framework implemented during the research process proved to be an effective and robust system for the management of corporate stakeholder engagement within the organization. Moreover, it demonstrated a tangible and positive impact on stakeholder engagement levels and concomitant enhancements in business performance (Sinclair, 2019).

Abdalla & Elmualim (2020) undertook a study to analyse and explore the impact of stakeholder management on construction project success. It also sought to explain the background and practical applications of the tools and techniques needed to implement thorough stakeholder management in building projects. The researchers interviewed a limited number of people, including five senior project managers and academics with experience in the field of construction projects, to obtain relevant perspectives and data. The research findings shed light on the presence of a range of practical tools and approaches for stakeholder management in the context of construction projects that are both comprehensive and effective (Abdalla & Elmualim, 2020).

Pacagnella, et al. (2015) presented a case study centered on a Brazilian Science Park, offering insights into how the project's management team identified key stakeholders and formulated strategies for engagement and collaboration with the aim of enhancing stakeholder involvement. The study used a qualitative research approach and was classified as empirical research since it involved examining a social context through direct data collection from people who had direct experience with the phenomena being studied. The findings of the study indicate that the management team of the project demonstrated a proactive approach from the outset, with a particular focus on understanding the interests of the key stakeholders

and investigating potential avenues for these stakeholders to contribute to the project's overall success. It has come to light, though, that a large portion of these actions were not formally organized; rather, they were carried out by members of the project team who understood the importance of inspiring stakeholders to continue supporting or being involved in specific situations for the duration of the project. Additionally, it was discovered that the team consistently monitored stakeholder participation and demonstrated a proactive stance in adjusting plans as needed (Pacagnella , et al., 2015).

In Pakistan, a study was conducted to assess how stakeholder management, which is influenced by stakeholder awareness, affects project success. A quantitative evaluation of the research model was conducted through the collection of data from 300 respondents who were employed by prominent private and government construction companies in Pakistan. After applying structural equation modelling (SEM) with Smart PLS software, it was determined that stakeholder management validates the beneficial moderation of awareness and has a favourable impact on project success. The study concludes statistically (via SEM) that there is a favourable association between stakeholder management strategy and project success when project teams become more conscious of stakeholder management (Saad, et al., 2022).

A similar study was carried out by Malik, et al. (2023) to investigates the relationship between communication factors, stakeholders' engagement, and project success (P.S.) of renewable energy in Pakistan. The purpose of this study was to pinpoint the communication elements that affected renewable energy project success. Using a questionnaire survey as the method, a quantitative study design was employed. Data was gathered from project managers, project engineers, and team leaders involved in renewable projects in Pakistan using the random and snowball sampling technique. Two stages of data collection were conducted: the first took place between August 2022 and December 2022, during which time 400 questionnaires were distributed and 337 were returned, yielding an 84% response rate. Similarly, the second phase was between January 2023 and February 2023, where 350 questionnaires were distributed; and received 255 questionnaires in return which is 73% of the distributed questionnaires. The structural equation modeling technique (SEM) was performed to analyze the study data through Smart PLS 4.1. 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 (Malik, et al., 2023).

Mok & Yang (2015) conducted a comprehensive study that delved into the latest research advancements in the field of stakeholder management (SM). The research they conducted involved a careful examination of a carefully chosen set of academic papers that were released between 1997 and 2014. Using this methodology, the researchers were able to pinpoint four major study themes that became crucial to understanding stakeholder management. "Stakeholder interests and influences," "Stakeholder management process," "Stakeholder analysis methods," and "Stakeholder engagement" were the terms used to describe these subjects. Among the study's noteworthy conclusions was the realization that a project's national setting has a substantial impact on the stakeholder management strategies used in the context of multi-cultural projects (MCP). This observation underscored the imperative of comprehending the impact of national cultural factors on the discipline of stakeholder management, thereby highlighting a compelling avenue for further research and inquiry in this area (Mok & Yang, 2015).

2.3.2 African context

A study was carried to determine influence of stakeholder engagement, analysis, and mapping on project performance at Olkaria Geothermal power project in Kenya. The research design used in the study was descriptive. The 322 participants in the study comprised all Kamere stakeholders, the RALP settlement, Lemayan, important staff members, and Kenya Wildlife personnel. Data was gathered by using a semi-structured questionnaire, which was followed by its arrangement, organization, and summary. The study found that there was a weakly positive association between stakeholders' interests and performance, with a correlation coefficient of 0.374. Additionally, a weak positive link with a correlation coefficient of 0.290 was found between the performance of the stakeholders and their engagement. It was also shown that there was a marginally favourable correlation between performance and stakeholder analysis. Additionally, a weak positive link with a correlation coefficient of 0.463 was found between stakeholder mapping and performance.

As a result, the study found that while stakeholder engagement had the lowest correlation with performance, stakeholder analysis and mapping had the highest correlation. The study also found that stakeholders have a major impact on project performance, which is largely determined by their influence on project success (Ngetich & Gakuu, 2019).

A comparable study was carried out in Mombasa County, Kenya, to determine the impact of project stakeholder risk management, project stakeholder mapping, project analysis, and project stakeholder identification on the success of road construction projects. With 188 project managers, engineers, supervisors, inspectors, surveyors, and contractors from KeNHA as the target group, the study used a census design. The study discovered that there was a positive and significant correlation coefficient of 0.829 between project stakeholder identification and road construction project performance, and correlation coefficient of 0.773 between project stakeholder mapping and road construction project performance. Furthermore, with a correlation coefficient of 0.673, the results showed a substantial and favourable association between project stakeholder analysis and road building project performance. Finally, there was a strong and positive association between project stakeholder risk management and the success of road building projects with a correlation coefficient of 0.673 (Mageto, et al., 2021).

Another study was undertaken by Nsengiyumva & Ogbe (2022) to assess the relationships between stakeholder engagement practices and the four performance parameters namely; project quality, cost efficiency, timeliness and profitability. This study used both quantitative and qualitative research approaches with a descriptive research design. There were 223 people in the study's sample. Interviews and questionnaires were employed as data gathering tools. With a correlation coefficient of -0.412, the study's results demonstrated a somewhat unfavourable relationship between stakeholder involvement methods in project identification and project performance (project quality). The results also demonstrated a significant positive relationship between project success (profitability) and stakeholder involvement techniques in project planning with a correlation coefficient of 0.705. With a correlation coefficient of 0.720, the results showed a significant positive relationship between project success (project completion time) and stakeholder engagement strategies in project

implementation. Additionally, a correlation coefficient of 0.580 was found to indicate a substantial positive relationship between project success (cost efficiency) and stakeholder involvement strategies in project monitoring (Nsengiyumva & Ogbe, 2022).

Kioko (2021) conducted a study with the overarching objective of evaluating the wayleaves acquisition process for a power transmission project. In addition, the research sought to determine the views and opinions of those impacted by the project, all the while analyzing the difficulties that landowners and the agencies in charge of obtaining the required rights-of-way experienced. In order to do this, the Project Implementation Team and the Project Affected Persons, who resided along the Kisii-Awendo Power Line, were the two main respondent groups to whom questionnaires were distributed. The study's main conclusions showed that disagreements over rates of compensation and justification for wayleaves acquisitions were the main points of contention between private landowners and the acquiring authority. As a result, these problems made the procedure inconsistent with accepted standards for fair and decent behavior. As a consequence of this conflict, there were notable project delays, ultimately resulting in escalated project costs. Furthermore, the study identified shortcomings in inclusiveness and awareness during the wayleaves acquisition process, which gave rise to a pervasive sense of mistrust between the Project Affected Persons and the authorities responsible for the acquisition. Additionally, the research underscored the presence of legal and economic challenges as substantial barriers to acquiring the necessary wayleaves (Jones, 2021).

2.3.3 Zambian context

A study was carried out by Mambwe, et al. (2020) to understand the impact of stakeholder engagement on performance of construction projects in Lusaka District under L400 project. The goal of the study was accomplished by analyzing the connections between stakeholder participation and the three performance indicators, namely project cost, schedule, and specifications. A quantitative and descriptive research design was used as the study strategy. With a 98% response rate, a semi-structured questionnaire was used to gather primary data. This study revealed the presence of a strong and positive correlation between stakeholder engagement and project schedule, also between stakeholder engagement and project specifications. Results also showed that stakeholder’s engagement was strongly but

negatively correlated to project cost. A model was recommended for the development and adoption in the management of stakeholders during road construction projects with room for future improvement (Mambwe, et al., 2020).

2.3.4 Critic and gap in literature

According to the examined literature, no research has been carried out on the influence of stakeholders on the performance of ZESCO distribution projects.

2.4 Conceptual framework

The study developed a conceptual framework to show the relationship between the independent and dependent variables. This framework is shown in Figure 2.1.

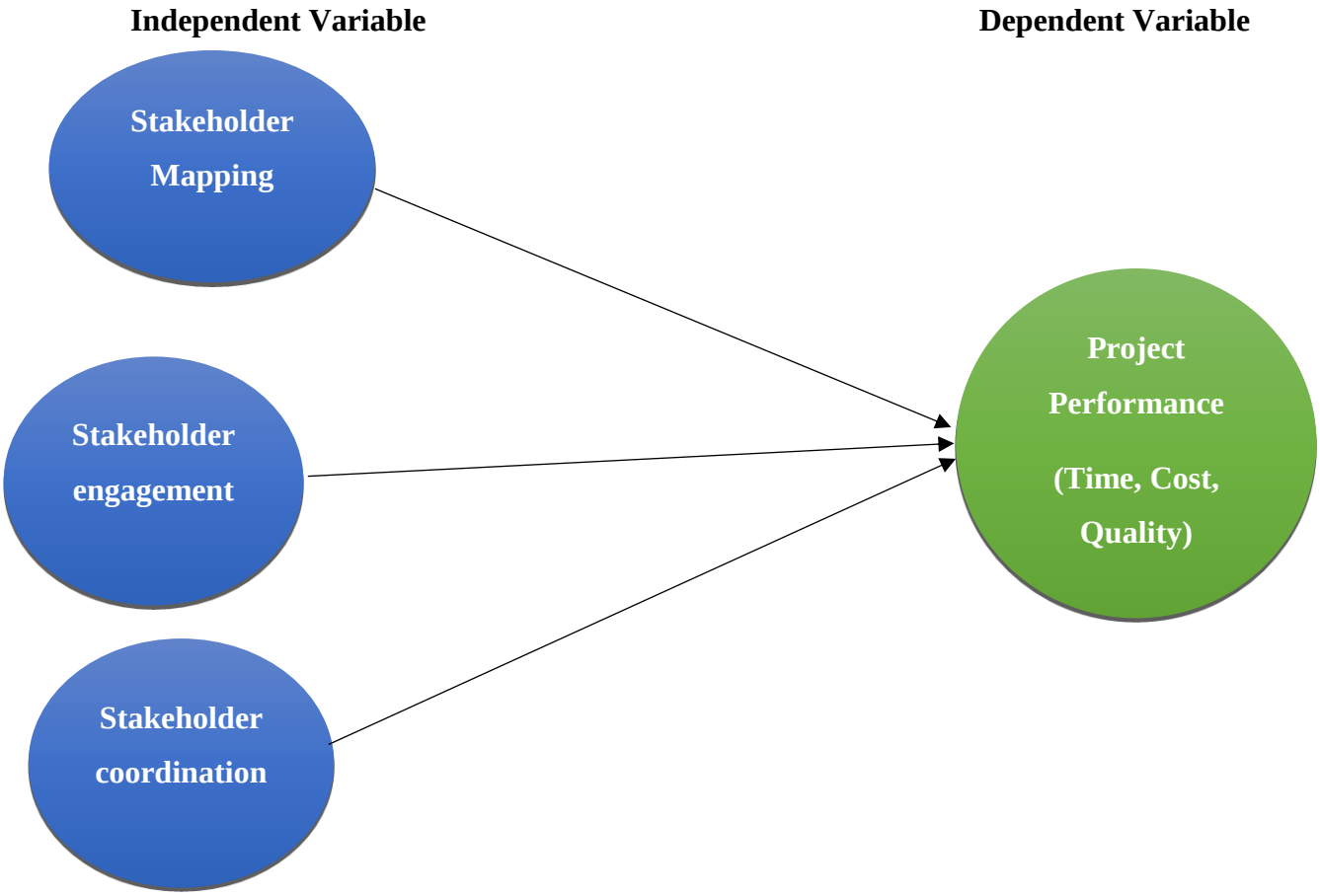

Figure 2.1: Conceptual framework

2.4.1 Conceptual review

This part of the study reviews literature about both the independent and dependent variables used in this study.

a) Project Performance

Project performance reveals elements that influence how the project turns out. Time, money, and quality are all key factors in determining how well project achievements are measured (Anuar & Kiat, 2011). According to Monier & Hengamer (2021), quality is a fundamental requirement for effective project management. Meeting all user needs as identified at the requirements engineering stage of project execution and maintaining a constant focus on quality management are prerequisites for effective project management (Ouabira & Fakhravar, 2021). The practice of estimating, planning, and controlling costs throughout the project life cycle with the goal of keeping expenditures within the agreed budget is known as project cost management.

b) Stakeholder Mapping

Stakeholder mapping is a research methodology that entails deliberations from an extensive array of viewpoints and an exhaustive roster of stakeholders (Project Management Institute, 2013). It also entails being involved with and learning more about the groups and individuals involved in a project to spot important actors, possible saboteurs, and time wasters (Fontaine, et al., 2006). Stakeholder mapping, according to the (Center for Creative Leadership, 2012) allows project teams to identify potential supporters and opponents early on in the life of a project so they can develop a strategy that capitalizes on supporters and addresses the concerns of those who are opposed to the project. Several factors influence how important a certain stakeholder is to a specific project. These factors include legitimacy, power, effective stakeholder among the others. Legitimacy is the moral or legal right of a stakeholder to have an impact on a specific project; power is their ability to affect how a particular endeavor turns out; and the urgency of their statements, or how convincing they are (Chandra, et al., 2020). According to Ginige (2018), stakeholder mapping reveals who is most likely to be impacted by an undertaking or who can have the most positive or negative impact on it. In addition, it enables effective engagement strategies for subsequent activities by identifying

the stakeholders who may influence or be impacted by an activity. To determine the best engagement strategies, stakeholders are identified or prioritized using different means including tables, charts and power vs impact matrix (Ginige, 2018). The power vs interest matrix used for stakeholder mapping is shown in figure 2.2.

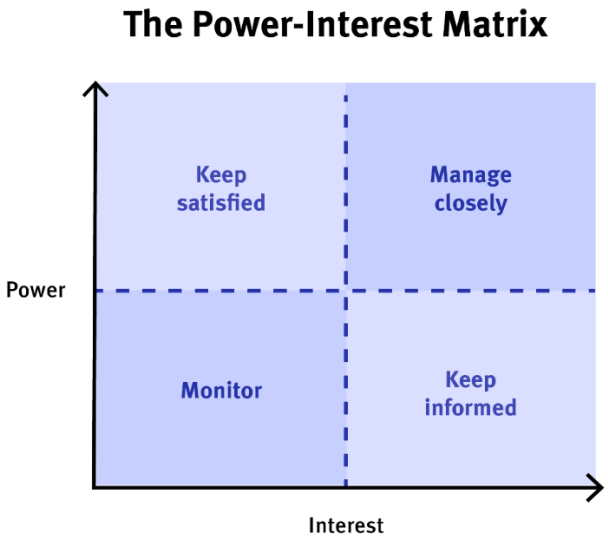

Figure 2.2: Power vs interest matrix

Source: (reddi, 2023)

c) Stakeholder engagement

Effective stakeholder engagement management necessitates a multifaceted approach that includes continuous communication, listening, and collaboration (Sedmak, 2021). Stakeholder engagement is based on the idea that 'those groups who can affect or are affected by an organization's purpose should be given the chance to comment on and contribute to the formulation of choices that affect them (Jeffery, 2009). Project stakeholders are now universally recognized as a vital success component in all complicated projects. As a result, and particularly for project key decision-makers, a thorough understanding of practical techniques and measures that can be used to effectively and efficiently manage and engage their stakeholders, both primary and secondary, is critical (Khan, et al., 2019).

d) Stakeholder coordination

Stakeholder coordination is the art of persuading others to give you the support you need to succeed (U.S Coast Guard, 2021). The University of Tasmania (2018) defines stakeholder management as the procedure for controlling expectations of all parties involved in a project or who will be impacted by its deliveries or outcomes. Furthermore, Wanjiru (2016) states that stakeholder management is a strategy used by organisations to handle decision-related issues that is integrated into organisational programs. Stakeholder management identifies people, teams, and organizations impacted by a project. It assesses how stakeholder expectations affect a project and develops stakeholder-focused project management (Jainendrakumar, 2016). Stakeholder management failure can result in project uncertainty, insufficient project resources, scope changes, negative press attention, and adverse community responses, all of which can result in project failure. Project participants introduce uncertainty (Karlsen, 2002). According to the "management of stakeholders" concept, a project requires inputs from stakeholders to succeed. The stakeholders are seen as means and tools in this strategy for achieving project objectives. Stakeholders have an impact on the project just as the project has an impact on stakeholders. Each stakeholder has his or her own perception about project success (Huemann, et al., 2016). Organizations can then define the nature of their stakeholder management strategy by determining the strategic importance of stakeholder groups. The operationalization of this imperative has been tried by several writers using static grids and matrices that rank the importance of various stakeholders in relation to project results according to their strength, legitimacy, and urgency (Ward, et al., 2016).

Content analysis of some of the reviewed literature in this study is shown on table 2.1.

Table 2.1*:* *Content analysis of reviewed literature*

Author(s)	Year	Title	Objectives	Methodology	Conclusion/ Comments
Nguyen, G. T. L. & Aguilera, A	2010	Key Stakeholders´ Impacts on the Implementation Phase of International Development Projects: Case Studies.	To investigate the impacts of the key stakeholders on ID projects beyond the early phases of ID project life cycle, focusing on the implementation phase.	questionnaires	The study revealed that stakeholder's psychological empowerment strongly affected project performance and that the engagement of stakeholders affected project performance.
Rosario, V. D. & Goh, K. H.	2007	Community Stakeholder Management in Wind Energy Development Projects	To investigate how community stakeholders of wind energy development projects should be managed in the planning stage prior to permit application	descriptive	The research findings indicate that a more comprehensive and effective guidance for community stakeholder management in the planning stage is required to mitigate, if not eliminate, potential issues that can hinder the successful implementation of wind energy development projects.

Author(s)	Year	Title	Objectives	Methodology	Conclusion/ Comments
Edomah, et al.,	2021	A review of stakeholders and interventions in Nigeria's electricity sector.	To explore the interplay between the electricity market structure, methods of electricity trading and different stakeholder dynamics within the Nigerian Electricity Supply Industry (NESI)	Descriptive	The research findings indicate that external stakeholder groups (such as donor agencies and multi-lateral organizations) exert more influence in Nigeria's electricity sector through financial interventions; lack of coordination and engagement among various stakeholder groups pose a challenge to effective electricity infrastructure interventions that address the needs of people in society
Hidayah, S. N. & Rarasati, A. D.	2020	Stakeholder management in sustainable rural electrification program: A review	To help understand the wider scope of rural electrification, by analysing a range of past and current research development on this domain and place the literature on the framework of stakeholder management (SM).	Exploratory	The review indicates that SM in relation to REP is identified under three major themes namely stakeholder influence, stakeholder identification and classification, and stakeholder involvement.

Author(s)	Year	Title	Objectives	Methodology	Conclusion/ Comments
Johnston, H. R	2015	The Effects of Stakeholder Engagement Practices on Energy Project Outcomes	to assess the various strategies employed by proponents of energy projects to involve stakeholders and determine their eventual impact on the project outcomes.	Qualitative	The findings of this investigation demonstrated that effective stakeholder engagement depends on the project's nature, the standing of the companies engaged, and resolving stakeholder issues within the project's parameters to improve project outcomes.
Chandra, et al.,	2020	Model of Stakeholder Influence on Project Success: Finding from Construction Project in East Java.	to understand and analyze stakeholder influence on project success by showing the model of stakeholder influence on project success	Empirical investigation	The study showed that stakeholder impact, stakeholder engagement, and stakeholder psychological empowerment have significance influence on project performance.

Author(s)	Year	Title	Objectives	Methodology	Conclusion/ Comments
Ngetich G	2010	Influence of Stakeholder Management Plan on Project Performance: A Case of Olkaria Geothermal Power Project, Nakuru County	To determine influence of stakeholder engagement, analysis and mapping on project performance at Olkaria Geothermal power project in Kenya	descriptive	The study established that there was a weak positive relationship between stakeholders' interests and performance. It was also established that there was a weak positive relationship between stakeholders' engagement and performance. Furthermore, it was established that there was a weak positive relationship between stakeholder analysis and performance. It was also established that there was a weak positive relationship between stakeholder mapping and performance
Kioko	2014	An Examination of Challenges of Wayleaves Acquisition for Infrastructure Development in Kenya: A Case study of Kisii-Awendo Power Transmission Line	to evaluate the process of wayleaves acquisition for power transmission project, establish the project affected persons‟ perceptions and opinions while examining the challenges encountered by both landowners	Descriptive	The main findings of the study indicated compensation rationale or rates as the main source of conflict between private landowners and acquiring authorities, making the process to be far from good or fair practice criteria. This conflict has led to

Author(s)	Year	Title	Objectives	Methodology	Conclusion/ Comments
			and the acquiring authorities.		delays in project timelines and with effect in increasing the cost of the projects.
Abdalla & Elmualim	2020	Project stakeholder analysis as an environmental interpretation process.	To examine the interpretation processes, through which project management teams come to know their external stakeholder environment.	Qualitative	The research findings indicate that project stakeholder analysis process is crucial since the process profoundly concerns making interpretations about the stakeholder environment.

Author(s)	Year	Title	Objectives	Methodology	Conclusion/ Comments
Edomah, N., Ndulue., G., & Lemaire, X	2021	A review of stakeholders and interventions in Nigeria's electricity sector	To determine the interplay between the electricity market structure, methods of electricity trading and different stakeholder dynamics within the Nigerian Electricity Supply.	Exploratory	According to this study, (1) external stakeholder groups (such as donor agencies and multilateral organizations) have a greater financial influence on Nigeria's electricity sector, and (2) a lack of coordination and engagement among different stakeholder groups makes it difficult to implement infrastructure interventions that effectively meet societal needs.
Mambwe, M., Mwanaumo, E. M., Nsefu, M. K., & Chiyombwe, C	2020	Impact of Stakeholder Engagement on Performance of Construction Projects in Lusaka District	To understand the impact of stakeholder engagement on performance of construction projects in Lusaka District under L400 project	exploratory mixed-approach	Strong and positive correlation between stakeholder engagement and project schedule and between stakeholder engagement and project specifications.

Author(s)	Year	Title	Objectives	Methodology	Conclusion/ Comments
Sinclair	2019	Developing a model for Effective stakeholder engagement management	Formulation of a comprehensive model for efficient management of stakeholders	qualitative	Framework was effective for management of corporate stakeholders within the organisation
Mageto et al.	2021	Effect of project stakeholders management on performance of road construction projects in Mombasa	Establish effect of project stakeholder identification, mapping, analysis and risk management on performance of road construction projects in Mombasa	Quantitative	Positive and significant relationship between stakeholder identification and performance; mapping and performance and between analysis and performance

2.5 Chapter summary

The second chapter discussed the theoretical review, non-empirical review, empirical review starting from global level, African perspective, published literature reviews and the conceptual framework. The next chapter presents the research methodology of the study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

The previous chapter provided an analysis of the work of other researchers and the framework to be used in the study. It also presented project management in ZESCO according to the procedures. This chapter presents the methodology of the study and provides a discussion of the following topics: research approach, design, Study area site, study population; sampling technique; data collection instruments, validity and reliability; data analysis, limitations of the study and ethical considerations.

3.1 Overview on research

Research has moved from the periphery to the center of social and economic life throughout the course of this century, and a sizeable number of the changes in society may be traced, in large part, to the results of diverse research endeavors (Singh, 2006). Knowledge and understanding of the world could grow as a result of this process. Not all of what is known is based on study, though research can play a vital role in advancing the understanding of the world around. Research methodology helps researchers gather and analyze data during the study process (Patton, 1990).

According to Zarah (2019), the primary goals of research are to: inform action; prove a theory; and contribute to or enhance knowledge in a particular field or area of study. According to Stevenson, et al. (2016), there are numerous approaches to research that can be utilised depending on the goals of the investigation (Stevenson, et al., 2016).

3.2 Research approach

A research strategy is a method that is used to extend assumptions to more extensive data gathering, analysis, and interpretation. It is frequently referred to as a method that ensures the smooth operation of the study by including a variety of logical assumptions in various forms (Creswell, 2014).

The three broad categories of research methodologies are qualitative, quantitative, and mixed methods. While quantitative research generates statistical results in the form of numerical or

statistical data to quantify links in phenomena, qualitative research examines people and their social and cultural contexts (Myers, 2009).

In qualitative research, data can be gathered through interviews, focus groups, surveys, and literature reviews among other methods. In addition, data can be gathered from any number of written descriptions of people, events, circumstances, ideas, attitudes, and locations (Khotari, 2014). When using quantitative research, data is gathered for quantification, and then statistical analysis is used to back up or disprove alternative research statements (Creswell, 2014). Researchers can take advantage of the differences between qualitative and quantitative research methods by employing a strategy known as mixed methods, which combines the two so that they can be applied to the same research issue (Jere, 2019). In relation to this study, a mixed research approach was used in order to provide an accurate representation of internal stakeholder management on ZESCO distribution projects.

3.3 Research design

A research design can be thought of as both a blueprint and a plan for carrying out a study. It lays out what needs to be done to gather the information that will be used to design the study or address the problems that have been identified (Bryman & Burgess, 2010). The elements of the study design determine the kind of data that will be acquired and, as a result, the findings that will be obtained (Bouchrika, 2023).

The type of study design applied in a research is one of the most crucial aspects that defines the quality, relevance, and accuracy of a result. As a result, it is typically a good idea to specify the sort of study by incorporating it into the research design before starting the process of developing a proposal (Bouchrika, 2023).

This study employed an exploratory sequential research design which is a mixed method. In this design, qualitative data is collected first and analyzed, and then then insights gained from the qualitative phase to inform the subsequent quantitative data collection and analysis (Kothari, 2004). This approach allows to gain preliminary insights and understand the key variables and dynamics at play through in-depth interviews, focus groups, and open-ended questionnaires, providing a rich and nuanced understanding of the topic. Furthermore, the flexibility offered by the exploratory sequential design allows for adapting the research

approach based on initial qualitative findings, ensuring that the relevant contextual nuances are captured. By combining qualitative and quantitative data, triangulation was achieved, strengthening the validity and reliability the study findings. Ultimately, an exploratory sequential research design provided a comprehensive and holistic understanding of stakeholder management in ZESCO distribution projects. This design was used because of the limitation on the study population.

3.4 Study area site

The study was conducted in the directorate of planning and projects which implements projects for ZESCO Ltd under Lusaka Transmission and Distribution Rehabilitation Project (LTDRP), distribution projects and LTDRP last mile.

3.5 Study population

The research population can be individuals, groups, or organizations (Neuendorf, 2017). In this study, the population were internal stakeholders working as project leads, geomatics engineers, system studies engineers, planning engineers and personnel from Environmental Sustainability Department (ESD).

Table 3.1: Population size

Stakeholder	**Population size**
Project Leads	15
ESD	7
Planning	7
System studies	4
Geomatics	4
Total	37

3.6 Sampling technique

This study utilized total enumeration sampling where the respondents were internal shareholders on projects such as project leads, geomatics engineers, system studies engineers, planning engineers and personnel from Environmental Sustainability Department (ESD). Total enumeration is a sampling technique in which every subject meeting the criteria of inclusion is selected until the required sample size is achieved (Suresh, 2014). This method is useful when the population size is small (Canonizado, 2021). The main advantage of total enumeration sampling is that it provides a complete picture of the population being studied, with no sampling error.

3.7 Data collection instruments

Data collection methods, whether they are drawing on primary or secondary sources, are critical to any study's overall layout. The facilities available, the needed level of precision, the expertise level of the researcher, the length of time for which the study is being done, and the expenses and resources connected with data gathering all play a role in determining the approach that is applied (Bryman & Burgess, 2010). The study used both qualitative and quantitative data collection techniques. Primary data was collected using the following tools and techniques:

3.7.1 Questionnaire

The questionnaire consisting of questions and other prompts were used to obtain information from the respondents. A five-point Likert scale was used to collect responses from the sample population, where Strongly Agree -5, Agree – 4, Neutral – 3, Disagree – 2 and Strongly Disagree – 1. This tool was used to acquire consistent quantitative data for analysis. Frequency and percentages were utilized for clearer analysis and understanding of the collected data as attached in Appendix A2.

3.7.2 Interviews

The interview guide attached in appendix A1 was used to collect the qualitative data from the respondents. Key Informant Interviews were semi-structured so as to allow the responders to answer each question and any follow up questions thoroughly. The respondents

for interviews were chosen based on their direct involvement on projects and having some tertiary education.

3.8 Validity and reliability of instruments

This section presents the validity and reliability of the study instruments. Validity and reliability were measured in terms of the ability of the research tools to provide consistent and reliable study findings.

3.8.1 Validity

The correctness and importance of conclusions drawn from research are referred to as validity (Mugenda, 2009). In other words, the accuracy with which a study's results capture the phenomena under investigation determines the study's validity. Either content validity or construct validity is feasible. The degree to which an instrument's contents cover what is supposed to measure is known as content validity (Kaufman, 2011). Construct validity, on the other hand, evaluates how well an instrument captures the concept it is supposed to measure. In order to determine construct validity, Creswell (2014) contends that the hypothesis being tested must have theoretical justification. The reliability of the study's findings were confirmed using secondary data from the published literature. According to Mugenda (2009), a research instrument's consistency serves as a measure of its reliability.

3.8.2 Reliability

The trustworthiness of a measuring tool is a function of how accurately and consistently it produces results (Ngechu, 2004). The reliability of an instrument is measured by how well it performs. In order to ensure the reliability of the instrument, the questionnaire was carefully and precisely framed to reduce any room for misinterpretation and guide respondents towards a certain response. SPSS 21 reliability test was run to guarantee the accuracy and consistency of the collected data.

3.9 Data analysis

Statistical Package for Social Sciences (SPSS) version 21 and Microsoft Office Excel 2019 were used to clean, code, and analyze the data obtained for this study, which was divided into two main portions. The survey's responses were obtained in the first section's descriptive statistics (with cross tabulation). With the aid of SPSS, the researcher was able to arrange the data and produce descriptive measures that included percentages to facilitate interpretation and conclusion-making.

3.10 Ethical considerations

Ethics reflects beliefs concerning what is good, what is bad, what is just, what is not just, and what is right and wrong in terms of human action. According to Resnik (2008), high-quality research safeguards its subjects from injury both throughout the investigation and after the report's publication (Resnik, 2008). Doing what is morally and legally correct in research is sometimes referred to as practicing research ethics. Ethics are standards of behavior that set boundaries between what is morally correct and inappropriate (Khatri & Bansal, 2023). In this study, the researcher ensured that ethical measures were adhered to. In that regard, ethical approval was granted by ZESCO and the University of Zambia as per attached appendices A3 and A4 respectively.

The ethical considerations were addressing risks of physical harm, loss of privacy, damage of reputation, emotional distress, physical harm and corporate image damage.

3.11 Chapter summary

The study's research methodology was presented in this chapter, the next chapter presents the results and data analysis.

CHAPTER FOUR: RESULTS AND DATA ANALYSIS

4.0 Introduction

The research methodology used in this study was described in Chapter 3. The previous chapter emphasised various aspects of the study, including the approach, design, techniques, data validity and reliability, data analysis, and ethical considerations. The research results from the data analysis are presented in this chapter, which is based on the research methodology.

4.1 Interview data and analysis

The selected approach utilized structured interviews, which were selected as the primary means of data collection and getting insights into the perspectives and experiences of professionals involved in ZESCO distribution projects.

The participants selected for these interviews were purposively sampled from departments involved with projects. The selection ensured a multifaceted representation of expertise and viewpoints. The overarching goal of these interviews was to distill knowledge and insights from the participating professionals about managing internal stakeholders on ZESCO distribution projects.

4.2 Profiles of respondents

To ensure the richness and depth of participant backgrounds, specific criteria were established for the selection of interview respondents. There was a requirement for individuals to possess a minimum of 2 years of working experience of ZESCO distribution projects. From the respondents, six out of ten had 6 years to 10 years of working experience, while two had 11 years to 15 years of working experience. The results show that nine respondents had more 6 years of working experience in distribution projects. This finding give an assurance that the information collected was reliable and based on actual work done by the respondents.

In addition to industrial experience, academic qualifications played a crucial role in participant selection. A Bachelor's degree was set as the minimum educational requirement.

This criterion ensured that the results from the interview can be relied on as the respondents were able to understand the questions and interpreted them correctly

The job titles of the participants further enriched the study, reflecting a wide spectrum of roles within the industry. These included two Project Engineers, one Chief Environmental Scientist, one Principal Engineer – Substation Design, one Principal Civil Engineer, one Wayleave Officer, one Senior Environmental Scientist, one Senior Assistant SHEQ Officer, one Senior Wayleave Officer, and one Chief Engineer. Each job title brought its unique set of responsibilities, challenges, and insights to the table, contributing to the understanding of stakeholder management dynamics in ZESCO distribution projects.

The fields of specialization also provided valuable context, showcasing the participants' involvement in diverse sectors beyond their roles within ZESCO. these included forestry, urban management and development, electrical engineering, civil engineering, environmental education, and geomatics and project management. This diversity of backgrounds and areas of expertise further enriched the study's findings.

The study revealed that nine out of the ten respondents had received training in project management, while one participant did not. This finding revealed the level of understanding of the project management by the respondents.

4.3 Stakeholder management on ZESCO distribution projects

This section presents the findings about the knowledge status of the respondents on ZESCO project management procedures and stakeholder management guidelines. Further, this section discusses stakeholder involvement on projects, impact of stakeholders on project performance, and challenges faced on projects with stakeholders.

4.3.1 Knowledge status about ZESCO project management procedures

The responses from the participants indicates that eight were aware about ZESCO project management procedures while two were not.

4.3.2 Outlining the project management procedures by respondents

A substantial majority of the participants, comprising six individuals, demonstrated familiarity with project management concepts by accurately identifying project stages such

as initiation, implementation, and closeout. This foundational awareness reflects their recognition of the core stages within the project lifecycle at which the management of projects should be done.

"The procedures for project management that I know are for project Initiation, Implementation and close out" (respondent, 2023)

Conversely, two respondents exhibited a more comprehensive understanding by encompassing planning and execution phases in their response. Within this group, one participant demonstrated a thorough understanding by incorporating monitoring and control processes.

"the procedures I know are for project Initiation, planning, execution, monitoring and control and closing" (respondent, 2023)

Furthermore, two participants emphasized procedures related to environmental and social considerations.

"the procedures I know that we use for engaging stakeholders on projects are Environmental and social impact assessment procedure, Environmental and Social Management plan procedure and Land and wayleave acquisition procedure" (respondent, 2023)

These findings collectively illustrate the diverse levels of knowledge about ZESCO project management procedures among its employees. The presence of diversity highlights the significance of providing customised training and sharing knowledge to establish consistent and standardised project management practises throughout ZESCO projects. Additionally, the fact that environmental and social considerations were mentioned in certain responses indicates an acknowledgment of the wider regulatory and ethical aspects that should be considered when carrying out distribution projects.

4.3.3 Awareness of guidelines for stakeholder management

The responses from ten participants indicated that six were aware about the guidelines for stakeholder management while four were not aware about the guidelines.

4.3.4 Narration of stakeholder management procedures

From the responses, it was observed that some respondents demonstrated a strong grasp of stakeholder engagement plans and matrices.

"From what I know, we use stakeholder Engagement Plans and matrices" (respondent, 2023)

This suggests that these individuals possess knowledge about the strategies implemented to effectively engage and handle project stakeholders. In addition, it is worth noting that some other respondents stated that the guidelines they adhere to are dependent on the specific requirements set by project financiers. The importance of external factors in shaping project management approaches was emphasised in this response.

"The guidelines followed are based on the project financier's requirements" (respondent, 2023)

Some other respondents acknowledged the recognition of environmental and social impact assessment guidelines.

"The guidelines we use to manage stakeholders are Environmental and social impact assessment guidelines" (respondent, 2023)

The guidelines have an impact on promoting sustainable project practises that prioritise environmental and social factors. In addition, there was focus on the creation of stakeholder engagement plans, which involved activities like identifying stakeholders, engaging with them, and analysing their needs. It is worth noting that some responses indicated a lack of awareness regarding the current project management guidelines in place.

"Currently, I'm not aware on the existence of guidelines in ZESCO. If they exist, then there is need for sensitisation amongst stakeholders especially personnel who manage projects." (respondent, 2023)

4.3.5 Stage of involving stakeholders in the project cycle

The responses provided various perspectives about the point at which stakeholders are involved during the project lifecycle. From the respondents, four highlighted that stakeholder engagement is done throughout the project life cycle.

"stakeholders are involved during entire project cycle" (respondent, 2023)

According to three respondents, stakeholder involvement is done at the planning phase. According to two respondents, stakeholders are only engaged during the implementation

stage. In addition, it is worth noting that one employee, indicated that stakeholders are involved from the very beginning of projects.

"Stakeholder involvement primarily takes place during the planning phase." (respondent, 2023)

"Stakeholders are primarily engaged during the implementation stage" (respondent, 2023)

"From my experience, it is important stakeholders from the outset of projects." (respondent, 2023)

This response highlights the importance of engaging stakeholders early in order to ensure that the project objectives and the stakeholder's expectations are aligned.

4.3.6 Stakeholder management training from ZESCO

The responses provided insights into stakeholder management training from ZESCO, revealing varying levels of engagement with the training initiatives. From the ten respondents, four acknowledged receiving direct stakeholder management training from ZESCO, while the remaining six did not undergo such training. Those who lacked formal ZESCO training shared alternative avenues through which they acquired knowledge.

4.3.7 Alternative means of knowledge acquisition

The respondents who were not trained by ZESCO in stakeholder management were asked how they acquired knowledge about it. From the responses, two reported acquiring knowledge through personal study. Furthermore, another two reported that their comprehension was through practical involvement in project implementation.

"My comprehension was through broader project management training and exposure." (respondent, 2023)

"I acquired knowledge through practical involvement in project implementation." (respondent, 2023)

Another respondent reported gaining knowledge through broader project management training and exposure. Lastly, one employee attributed their understanding of stakeholder management to education at the University of Zambia, specifically through a course named Environmental Project Management.

"*Education at the University of Zambia, specifically through a course named Environmental Project Management, contributed to my understanding." (respondent, 2023)*

4.3.8 Effects of stakeholder management on project performance

All respondents unanimously agreed that the management of both internal and external stakeholders affects project quality, cost, and duration. This consensus highlights the importance of strategic stakeholder management in maximising project quality, cost-effectiveness, and duration.

4.3.8.1 Effects of stakeholder management on project quality

Different viewpoints surfaced, highlighting the various ways in which the management of stakeholders affects the quality of a project. Two respondents indicated that the quality of a project may be compromised in the event that internal stakeholders do not adequately provide the specifications.

"Internal stakeholders can compromise the quality of the project if the specifications are not clear" (respondent, 2023)

In addition, another two respondents recognized the pivotal role of stakeholders like contractors, suppliers, workers, and inspectors towards the quality of the project through their inputs. Moreover, one respondent highlighted that engaging users of the project at every stage is crucial for ensuring that the project is fit for its intended purpose. Further, one employee highlighted the significance of stakeholder demands and their potential to override project requirements. This observation highlights the importance of finding a harmonious equilibrium between the expectations of stakeholders and the specifications of a project. Lastly, two respondents indicated that stakeholder management fosters unity, communication, and a sense of ownership, emphasizing the social and interpersonal dimensions that contribute to project quality.

"Engaging project users at every stage is crucial for ensuring that the project is fit for its intended purpose." (respondent, 2023)

"Stakeholder management fosters unity, communication, and a sense of ownership, emphasizing the social and interpersonal dimensions that contribute to project quality.'' (respondent, 2023)

4.3.8.2 Effects of stakeholder management on project cost

Two respondents highlighted that compensation demands from stakeholders can potentially escalate project costs.

"on projects where there is compensation, the project cost can be high" (respondent, 2023)

Furthermore, two respondents identified a direct correlation between the mismanagement of stakeholders, such as authorities, communities, suppliers, contractors, and project delays that subsequently lead to cost escalation. Moreover, two respondents emphasized the significance of clear specifications and effective planning in avoiding additional costs that may arise from changes in technology, design alterations, or deviations from initially planned routes.

"Poor designs and planning of the project that may require change of scope leading to contract variations. Failure to supervise and monitor progress on the project which may lead to failure to deliver project within the delivery time." (respondent, 2023)

Lastly, two respondents underscored that effective stakeholder management allows for early identification and mitigation of risks, which can prevent unforeseen costs.

4.3.8.3 Effects of stakeholder management on the project duration

Three participants recognized the potential of misunderstandings over wayleave issues to prolong project duration. In addition, two participants underlined that mismanagement of stakeholders could lead to project delays due to conflicts, delayed payments, non-compliance with regulations, and contract conditions. Another respondent indicated that not involving external stakeholders from the project's outset could contribute to delays, underscoring the significance of early engagement of stakeholders. Furthermore, one respondent emphasized the potential for changes in project scope to affect project duration, highlighting the necessity of managing scope changes effectively.

"Changes in scope can affect duration of project" (respondent, 2023)

Additionally, one respondent pointed out that prolonged negotiations and delays in project start can affect the overall project timeline. Furthermore, one respondent noted that inadequate management of land acquisition could extend the project duration, reinforcing the necessity of efficient stakeholder engagement in securing required land. The respondents also acknowledged that poor stakeholder engagement could delay project implementation by hampering the acquisition of necessary consent, leading to timeline extensions.

"Poor stakeholder engagement could delay project implementation in terms of acquiring the required consent." (respondent, 2023)

Lastly, one respondent indicated that shoddy works or stoppages during quality assessments might necessitate redoing the job, which could affect the project completion period.

4.3.9 Challenges experienced with stakeholders on projects

From the participants, one identified uncooperative behaviour as a challenge in their interactions with stakeholders. In addition, another participant highlighted that challenges can arise from ineffective communication, inadequate planning, and untimely provision of resources. Additionally, it is worth mentioning that one respondent identified the refusal of external stakeholders to grant right of way on their land as a noteworthy challenge. Similarly, another respondent indicated the challenge of not engaging stakeholders from project inception.

"Getting them to find time and be on board and align to the project from the onset of the project to the end and them to accept commissioned infrastructure and take over under Operations and Maintenance" (respondent, 2023)

Another respondent mentioned wayleave encroachment as a challenge, indicating the complexity of land use and access issues that can arise during project implementation. It is worth noting that two respondents expressed concerns about stakeholders making unrealistic demands for compensation related to their land or property. One employee identified a lack of stakeholder involvement and incentives as challenges. It was emphasized that conflicting interests, high expectations, and resistance to change are challenges that can arise when engaging stakeholders.

"lack of involvement and also lack of incentives" (respondent, 2023)

4.4 Stakeholder engagement

This section highlights the active and ongoing process of involving various stakeholders who can affect or affected by ZESCO distribution projects.

4.4.1 Incorporating concerns of stakeholders

Among the participants, one respondent mentioned that a stance that accommodates the perspectives of many stakeholders is adopted. Further, it is worth noting that some respondents placed importance on the implementation of the stakeholder engagement plan and the grievance redress mechanism. These measures were seen as effective ways of addressing concerns raised by stakeholders. An additional group pointed out that engagement with all stakeholders affected by the project occurs during the project-planning phase. In addition, another respondent noted the importance of following through on concerns raised by stakeholders and resolving them as promptly as possible.

"They are documented and corrective actions are implored to ensure that their concerns are addressed" (respondent, 2023)

A common theme that emerged from some of the responses is the importance of scoping meetings where stakeholder concerns are noted, and the subsequent addressing of these concerns is reported back to the relevant stakeholders. Additionally, some respondents mentioned that stakeholder concerns are documented, and appropriate corrective actions are taken to address these concerns.

In conclusion, some of the participants furnished a comprehensive response outlining a three-pronged strategy encompassing the implementation of regular meetings, diligent documentation of concerns, and the utilization of negotiation techniques as a means to effectively address conflicts of interests.

4.4.2 Handling social and environmental effects of projects

Participants across various roles emphasized the importance of comprehensive approaches to address the social and environmental effects of projects. Strategies such as conducting ESIAs, developing specific management plans, and implementing institutional safeguards were highlighted as essential components of responsible project management.

"Conducting ESIAs is crucial to identify both negative and positive impacts of projects." (respondent, 2023)

"ESIAs provide insights into project impacts and inform the development of risk management plans." (respondent, 2023)

Collaboration with stakeholders, coupled with robust monitoring and evaluation mechanisms, emerged as critical factors in ensuring project compliance and effectiveness.

"A collaborative approach with stakeholders, including regulatory bodies, is essential for managing social and environmental effects. Engaging stakeholders ensures diverse perspectives are considered and enhances project acceptance and effectiveness." (respondent, 2023)

These insights underscore the significance of integrating social and environmental considerations into project planning and implementation processes for sustainable development outcomes.

4.4.3 Formulation of a stakeholder engagement plan

One participant expressed uncertainty regarding the formulation of a stakeholder engagement plan. Another participant outlined a comprehensive approach to formulating the plan, emphasizing the identification of all stakeholders and determining strategies for effective engagement.

"We need a comprehensive approach, identifying all stakeholders and flexible strategies for engagement." (respondent, 2023)

The participant highlighted the plan's flexibility to accommodate emerging issues that may arise during project implementation. Furthermore, two respondents emphasized the significance of identifying all relevant stakeholders involved in the project as the primary stage in developing a comprehensive stakeholder engagement plan. One respondent indicated that the development of the plan is obligatory due to the stipulations set forth by project financiers. Furthermore, another participant specifically highlighted the significance of delineating line routes and creating comprehensive stakeholder maps during the formulation phase.

"Delineating line routes and creating stakeholder maps are essential in the formulation phase" (respondent, 2023)

Similarly, one participant indicated that engaging the District Development Coordinating Committee (DDCC) and traditional leadership is part of the formulation process. Another participant indicated that stakeholder engagement plans are tailored to individual projects and are not constrained by a standardized framework. This implies the adoption of a customized strategy to effectively meet the specific requirements of stakeholders and project conditions. Lastly, one participant emphasized the importance of stakeholder identification, categorization, and the identification of their needs in the formulation process. ZESCO adopts a comprehensive approach in the development of stakeholder engagement plans, considering various factors such as stakeholder identification, mapping, adherence to external regulations, participation of local governance, and customized strategies specific to each project.

"It is done by carrying outs stakeholder identification and categorization and identification of their needs" (respondent, 2023)

4.4.4 Communication on distribution projects among stakeholders

Some respondents mentioned the use of mails as a communication method used on projects, highlighting the use of written correspondence to disseminate project-related information. Furthermore, some respondents underscored the importance of customizing communication strategies to suit the specific stakeholders involved, as well as utilizing established communication channels. They emphasized the significance of the project office in facilitating effective communication across diverse project teams, thereby promoting extensive stakeholder involvement to achieve favorable project results. Some participants underscored a combination of electronic and face-to-face interactions as communication channels. Another respondent mentioned that different stakeholders require different communication strategies.

"Depending on stakeholders involved, it is done through either the Site Manager, the Project Manager, the line Director or Managing Director" (respondent, 2023)

Likewise, some indicated that communication is conducted exclusively through official channels. Furthermore, some participants emphasized the importance of one-on-one

interactions and public meetings as communication strategies. Finally, one respondent stated that communication techniques are frequently directed by the project contract, which specifies acceptable modes of communication, whether verbal or written.

These responses demonstrate that ZESCO tailors distribution project communication to stakeholders and project needs.

4.4.5 Improvements of stakeholder engagement on distribution projects

The respondents gave various recommendations about what needs to be improved on distribution projects. There was an emphasis on the importance of the involving all stakeholders, integrated planning and design, well-coordinated communication and workflows. In addition, there was a recommendation to improve interactions between project implementation units/teams and other internal departments.

"The project implementation units/teams need to interact more with other internal departments" (respondent, 2023)

There was emphasis on the importance of establishing rapport and partnerships with stakeholders from the start of the project. The need to improve collaboration between engineers and safeguards officers came out as well. The respondents emphasized the need for identifying community focal points or representatives to help the project team and the community communicate about projects. Finally, there was a proposal to develop purposeful policies that guide stakeholder participation.

4.5 Stakeholder mapping

This section represents the views of the respondents on stakeholder mapping.

4.5.1 Understanding of stakeholder mapping

The responses regarding the understanding of stakeholder mapping among the participants varied significantly, reflecting diverse perspectives on the concept:

One respondent viewed stakeholder mapping as the categorization of stakeholders, emphasizing the importance of classification in gaining clarity on different stakeholder groups and their roles within a project.

"*Stakeholder mapping is about categorizing stakeholders based on their interests and influence. It helps in understanding who the key players are and how they can impact the project." (respondent, 2023)*

Another participant described stakeholder mapping as the process of constructing a stakeholder matrix. This process involves visually representing stakeholder interactions and impacts to facilitate understanding. They mentioned, *"Stakeholder mapping involves creating a matrix where stakeholders are plotted based on their interest and influence. It provides a visual representation of stakeholder dynamics." (respondent, 2023)*

Some participants highlighted the essence of stakeholder mapping as identifying and prioritizing stakeholders in a project. This perspective underscores the significance of recognizing key stakeholders to effectively manage project dynamics.

"Stakeholder mapping helps in identifying who the most important stakeholders are and prioritizing them based on their level of influence and interest in the project." (respondent, 2023)

4.5.2 Prioritization of stakeholders on projects

There was clear majority consensus that there is prioritisation of stakeholders for management on projects.

4.5.3 Means of stakeholder prioritization on projects

The responses revealed a number of important elements that influence how stakeholders are prioritised on ZESCO distribution projects. The examination of stakeholders' power, influence, and impact on the project was the most prevalent theme from the responses.

"stakeholders are prioritized using their power and influence" (respondent, 2023)

Additionally, there was emphasis on the importance of identifying stakeholders from the early stages of a project. This proactive approach aligns with the guidelines in ZESCO project management procedures. Furthermore, there was emphasis on the need of prioritising stakeholders that have a high level of influence and interest in the project.

"By identifying who primary and secondary stakeholders are on a particular project." (respondent, 2023)

4.5.4 Conflict of interest due to heterogeneity of stakeholders

The collection of data on conflicts arising from different stakeholder interests in projects provides notable perspectives on the intricacies of stakeholder engagement dynamics. There was a majority consensus about the prevalence of conflicts on projects.

The narratives provided by participants who encountered conflicts offer detailed examples that provide insight into the difficulties faced and the resulting consequences. The occurrence of tensions arose from the contradictory provisions found within various laws, such as the Electricity Act, as well as regulations established by entities like the National Heritage Conservation Commission and National Parks and Wildlife Acts.

One participant highlighted the challenges, stating, *"we faced conflicts due to conflicting laws and regulations, making it difficult to navigate through project requirements." (respondent, 2023)*

Another scenario pertained to the decision made by a municipal council to reallocate a designated wayleave area for a power line to be utilized as a burial site. Additionally, during land acquisition, a change of ownership resulted in a new owner not honouring the commitments made by the previous owner to ZESCO.

A participant shared their experience, saying, *"changes in ownership during land acquisition disrupted our project timeline and led to conflicts with the new owners." (respondent, 2023)*

Furthermore, a project involving the development of a high-voltage transmission line encountered resistance from a rural community that felt their needs for electricity were not considered.

One participant expressed, "*The resistance from the rural community highlighted the importance of stakeholder consultation and considering the needs of all parties involved."*

In a separate instance, ZESCO's proposition to establish a power line encountered opposition from Lumwana Mine due to the reserved space allocated for forthcoming mining operations. Lastly, there was a scenario involving the demand for certification of payment for uncompleted works by interested parties, highlighting financial conflicts that can arise during project implementation.

4.6 Questionnaire survey

The participants of the survey were ZESCO internal stakeholders, who are involved in distribution projects. A total of 36 questionnaires were distributed which had a response rate of 100%. The questionnaires used for this study had a 5-point Likert scale where; 5 was Strongly Agree, 4 was Agree, 3 was Neutral, 2 was Disagree and 1 Strongly Disagree. The responses of the respondents was measured using mean scores, standard deviations, skewness, and kurtosis values serving as indicators of the perceptions of the respondents.

4.6.1 Reliability test for the questionnaire

The reliability test for the instrument was run and each study variable had a score calculated based on Croncbach's alpha values. The results are shown in table 4.1

***Table 4.1**: Reliability results*

Variable	Item	Cronbach alpha
Stakeholder engagement	1. Proper stakeholder engagement contributes to the overall performance of ZESCO distribution projects. 2. Developing a stakeholder management plan positively influences the performance of ZESCO distribution projects. 3. Inadequate specifications from internal stakeholders can negatively affect the quality of ZESCO distribution projects 4. Adequately addressing stakeholders' concerns has a positive influence on timely delivery of ZESCO distribution projects 5. All stakeholders agree on the quality standard that the ZESCO distribution projects should conform to 6. Omission of certain performance requirements when scoping a project can increase the overall cost of ZESCO distribution projects	0.878
Stakeholder management	1. There is ample awareness about the ZESCO project management procedures by internal stakeholders. 2. Prolonged negotiations among stakeholders can lead to delays in the commencement of ZESCO distribution projects 3. Effective stakeholder management enhances the ability to identify and address potential conflicts or issues among stakeholders leading to timely delivery of ZESCO distribution projects 4. The quality of ZESCO distribution projects are closely tied to effectively managing stakeholders.	0.807
Stakeholder mapping	1. Not engaging external stakeholders e.g., local communities at the beginning of the ZESCO distribution projects can affect the project duration. 2. Stakeholder compensation has a huge impact on the overall cost of ZESCO distribution projects. 3. Regulatory stakeholders such as ZEMA have an impact on the delivery of ZESCO distribution projects delivery time. 4. Stakeholder mapping aids in identifying and minimizing the environmental and social impacts of ZESCO distribution projects. 5. Stakeholder mapping helps manage the influence of stakeholders on ZESCO distribution projects performance. 6. Not addressing the conflicts of stakeholder’s interest on a project can affect the performance of ZESCO distribution projects.	0.874

The results showed that Stakeholder Engagement (α > 0.876) was excellent; Stakeholder Management (α > 0.807) was excellent and Stakeholder Mapping (α > 0.874) was excellent.

4.6.1 Profiles of respondents

The profiles of respondents reveals important demographic and educational characteristics.

I) Gender

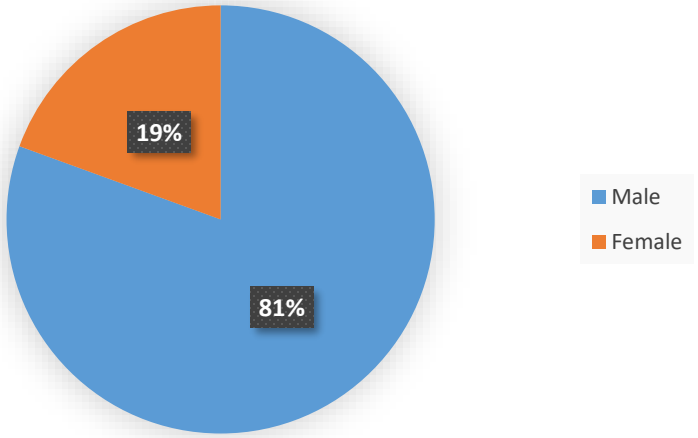

Figure 4.1: Gender of respondents

The majority of respondents (29) in the study were male while the rest (7) were female. This suggests a notable gender imbalance among those participating in the study. However, the presence of females shows that the study was not gender biased.

II) Highest Education Level

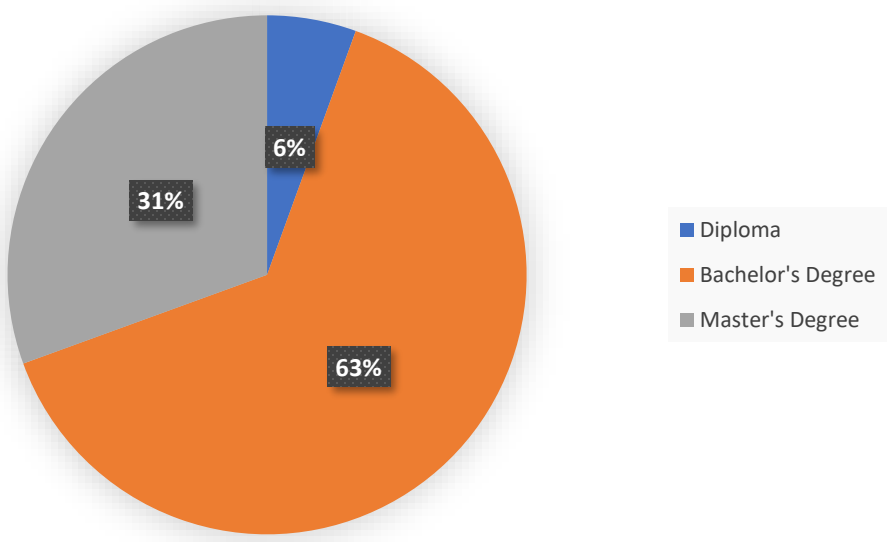

Figure 4.13: Highest education level of respondents

In terms of educational qualifications, the majority of respondents hold a bachelor's degree (23), followed by those with a Master's Degree (11), indicating a highly educated sample and a smaller proportion of two who hold a Diploma. The data indicates the 95% of the respondents have a minimum of a Bachelor's degree while the other portion have a diploma validating the results obtained because the respondents were able to understand and interpret the questions correctly.

III) Years of work experience at ZESCO

The minimum value of 3 indicates the presence of participants with as little as 3 years of experience, while the maximum value of 30 highlights highly experienced individuals with up to 30 years of service in the organization. The mean of 10.58 signifies the average years of experience, suggesting that, on average, respondents have approximately 10.58 years of work experience at ZESCO. However, the standard deviation of 6.263 underscores far-reaching variability in experience levels, with some respondents possessing notably more or less experience than the average. Furthermore, the right-skewed distribution (skewness = 1.32) indicates that the majority have relatively higher experience levels, while the kurtosis value of 1.469 suggests the presence of a few individuals with exceptionally high years of service, contributing to the distribution's heavier tails. The years of experience give validity in the results obtained because the respondents have practical understanding of distribution

projects. The years of work experience of the respondents on ZESCO distribution projects is shown in Table 4.2.

Table 4.2: Number of years of work experience of respondents

Item	Min	Max	Mean	Std. Dev.	Skewness	Kurtosis
I. How many years of work experience do you have in ZESCO?	3	30	10.58	6.263	1.32	1.469

4.7 Influence of stakeholder engagement on project performance

The data presented in this analysis is dedicated to exploring the impact of stakeholder engagement on the performance of ZESCO distribution projects. The weighted average for the statements under this section was 4.38. Notably, for statements such as "Proper stakeholder engagement contributes to the overall" performance of ZESCO distribution projects" and "Adequately addressing stakeholders' concerns has a positive influence on timely delivery of ZESCO distribution projects," had high mean scores of 4.72 and 4.74, respectively. These elevated mean scores indicate a strong consensus among respondents, suggesting that they overwhelmingly believe that effective stakeholder engagement positively impacts project performance. This consensus is further substantiated by the high kurtosis values of 18.514 and 19.71, signifying a concentration of responses around these mean scores. Conversely, the statement "All stakeholders agree on the quality standard that the ZESCO distribution projects should conform to" had a lower mean score of 3.5. While this indicates a relatively lower level of agreement compared to the aforementioned statements, the skewness value near zero (-0.109) signifies a more evenly balanced distribution of responses, although consensus is somewhat lacking. The negative kurtosis of -0.8 suggests a flatter distribution around this mean. Notably, statements emphasizing the importance of stakeholder engagement for project performance, such as "Proper stakeholder engagement contributes to the overall performance of ZESCO distribution projects" and "Adequately addressing stakeholders' concerns has a positive influence on timely delivery of ZESCO distribution projects," garnered substantially higher means (4.72 and 4.74, respectively) compared to the calculated weighted mean of 4.38. This indicates a clear consensus among respondents regarding the positive impact of stakeholder engagement on project performance, particularly affecting the variables of time and, to a slightly lesser

extent, quality. Conversely, the statement "All stakeholders agree on the quality standard that the ZESCO distribution projects should conform to" presented a lower mean (3.5), significantly below the weighted mean, underscoring the potential challenges in achieving consensus on project quality standards. The results obtained in this section is presented in table 4.3.

Table 4.3: Influence of stakeholder engagement

Statement	Mean	Std. Deviation	Skewness	Kurtosis	Weighted Average
I. Proper stakeholder engagement contributes to the overall performance of ZESCO distribution projects	4.72	0.741	-3.955	18.514	4.38
II. Adequately addressing stakeholders concerns has a positive influence of the timely delivery of ZESCO distribution projects	4.74	0.741	-4.134	19.71	4.38
III. Inadequate specifications from internal stakeholders can negatively affect the quality of ZESCO distribution projects	4.5	0.811	-2.556	9.076	4.38
IV. All stakeholders agree on the quality standard that the ZESCO distribution projects should conform to	3.5	0.941	-0.109	-0.8	4.38
V. Omission of certain performance requirements when scoping a project can increase the overall cost of ZESCO distribution projects.	4.44	0.695	-1.415	2.909	4.38
VI. Developing stakeholder management plan positively influences the performance of ZESCO distribution projects	4.39	0.803	-2.247	8.036	4.38

4.8 Impact of stakeholder coordination on project performance

The weighted average for all the statements was calculated to be 4.04. The statement “there is ample awareness about the ZESCO project management procedures by internal stakeholders" stands out with a mean of 2.67, notably below the weighted mean of 4.04. This observation suggests that respondents perceive a deficiency in the level of awareness among internal stakeholders concerning ZESCO's project management procedures. Conversely, "Prolonged negotiations among stakeholders can lead to delays in the commencement of ZESCO distribution projects" attained a mean of 4.53, significantly exceeding the weighted mean. This points to a strong belief among respondents that effective stakeholder management plays a substantial role in project time, signifying that prolonged negotiations can lead to time delays, a critical concern in project execution. Moreover, "Effective stakeholder management enhances the ability to identify and address potential conflicts or issues among stakeholders leading to timely delivery of ZESCO distribution projects" also registers a mean of 4.67, considerably surpassing the weighted mean. This reinforces the perception that adept stakeholder management positively influences project time and can

prevent delays arising from conflicts or issues among stakeholders. Lastly, "The quality of ZESCO distribution projects is closely tied to effectively managing stakeholders" achieved a mean of 4.28, which is above the weighted mean, although it falls somewhat behind the means related to time. This indicates that stakeholders view stakeholder management as having a somewhat stronger influence on project time compared to project quality. Nevertheless, it underlines the importance of effective stakeholder management for quality, albeit not as prominently as for time. In summary, these findings underscore stakeholders' strong emphasis on the impact of stakeholder management, particularly on project time. The data indicates that effective stakeholder management is perceived as the most influential factor in project time, followed by its potential effects on project quality. This information serves as a valuable guide for ZESCO, aiding in the optimization of stakeholder management strategies to prioritize time and quality while taking into consideration cost implications for successful distribution projects. These results are shown in Table 4.4.

Table 4.4: Impact of stakeholder coordination

Statement	Mean	Std. Deviation	Skewness	Kurtosis	Weighted Average
I. There is ample awareness about ZESCO project management procedures by internal stakeholders	2.67	0.956	0.323	-0.246	4.04
II. Prolonged negotiations among stakeholders can lead to delays in the commencement of ZESCO distribution projects	4.53	0.56	-0.632	-0.65	4.04
III. Effective stakeholder management enhances the ability to identify and address potential conflicts or issues among stakeholders leading to timely delivery of ZESCO distribution projects.	4.67	0.478	-0.738	-1.544	4.04
IV. The quality of ZESCO distribution projects are closely tied to effectively managing stakeholders	4.28	0.779	-1.311	2.324	4.04

4.9 Impact of Stakeholder mapping on project performance

The weighted average for the responses under this heading was calculated to be 4.46. It was used to measure the levels of agreement among the respondents. The statement "Not engaging external stakeholders e.g., local communities at the beginning of the ZESCO distribution projects can affect the project duration" received a notably high mean score of 4.72, implying a robust consensus among respondents. This consensus is further reinforced by the low standard deviation, indicating a consistent agreement. Secondly, the notion that "Stakeholder compensation has a huge impact on the overall cost of ZESCO distribution projects" garnered a mean score of 4.31, signifying low level agreement among respondents.

Similarly, the statement "Regulatory stakeholders such as ZEMA have an impact on the delivery of ZESCO distribution projects delivery time" was met with low levels of agreement among respondents, reflected in the mean score of 4.33. On the other hand, the statement emphasizing how "stakeholder mapping aids in identifying and minimizing the environmental and social impacts of ZESCO distribution projects" obtained a mean of 4.53, significantly above the weighted mean. This highlights a robust consensus among respondents regarding the positive impact of stakeholder mapping on project quality, especially concerning the identification and mitigation of environmental and social impacts. In the case of "Stakeholder mapping helps manage the influence of stakeholders on ZESCO distribution projects performance," low level of agreement is evident, as indicated by the mean score of 4.31. Lastly, the statement asserting that "not addressing the conflicts of stakeholders' interest in a project can affect the performance of ZESCO distribution projects" garnered a high mean of 4.56, significantly above the weighted mean. This signifies a strong consensus among stakeholders regarding the influence of stakeholder mapping on project quality, especially in terms of conflict resolution, and potentially affecting cost and time as well.

Table 4.5: Impact of stakeholder mapping on project performance

Statement	Mean	Std. Deviation	Skewness	Kurtosis	Weighted Average
I. Not engaging external stakeholders e.g. local communities at the beginning of ZESCO distribution projects can affect project duration.	4.72	0.454	-1.036	-0.985	4.46
II. Stakeholder compensation has huge impact on the overall cost of ZESCO distribution projects	4.31	0.749	-1.01	1.123	4.46
III. Regulatory stakeholders such as ZEMA have an impact on the delivery of ZESCO distribution projects.	4.33	0.862	-1.291	1.191	4.46
IV. Stakeholder mapping aids in identifying and minimizing the environmental and social impacts of ZESCO distribution projects	4.53	0.56	-0.632	-0.65	4.46
V. Stakeholder mapping helps to manage the influence of stakeholders on ZESCO distribution performance	4.31	0.624	-1.061	3.754	4.46
VI. Not addressing the conflicts of stakeholders interest on a project can affect the quality of ZESCO distribution projects	4.56	0.504	-0.233	-2.064	4.46

4.10 Chapter summary

The chapter presented the results and data analysis for both the qualitative and quantitative methods of the study. The next chapter presents the discussion of findings.

CHAPTER FIVE: DISCUSSION OF FINDINGS

5.1 Introduction

The previous chapter presented the results and data analysis for the study. This chapter presents the discussion of the findings.

The specific objectives of this study were to:

i. determine factors influencing stakeholder management on ZESCO distribution projects;
ii. discuss the influence of stakeholder engagement on the performance of ZESCO distribution projects;
iii. explain the impact of stakeholder mapping on the performance of ZESCO distribution projects performance; and
iv. examine the relationship between stakeholder management and the performance of ZESCO distribution projects.

The results of the study are discussed in the following section.

5.2 Factors influencing stakeholder management on ZESCO distribution projects

For ZESCO distribution projects to be completed, stakeholder management is essential. Efficient identification and control of elements influencing stakeholder management are therefore necessary. The findings of the research showed that the two main factors influencing stakeholder management were the respondents' lack of stakeholder management training and their awareness of project management procedures.

The interview responses revealed that majority (80%) of the respondents were aware about ZESCO project management procedures. Despite a good number of respondents being aware about the procedures, there were varying levels of knowledge about them as demonstrated in the narration of the procedures. This finding highlights the need for sensitization among internal stakeholders on project management procedures. The qualitative and quantitative findings agree over the understanding levels of project management procedures. According to the quantitative results, the statement “there is ample awareness about the ZESCO project

management procedures by internal stakeholders" stood out with a mean of 2.67, notably below the weighted average of 4.04. This observation suggests that respondents perceive a deficiency in the level of awareness among internal stakeholders concerning ZESCO's project management procedures.

These study findings are consistent with the findings of Chandra, et al. (2020) which indicated that stakeholders' psychological empowerment has a significant impact on project performance. Despite the low level of detailed awareness about project management procedures, it is clear that ZESCO has documented guidelines for project management. This finding is a good indication as it agrees with literature from Edomah et al. (2021) who echoed the need for more thorough and practical guidelines in stakeholder management.

Additionally, the qualitative study finding revealed that most (90%) respondents received a training in project management. Despite the high level of trained staff, only 40% of the respondents received training on stakeholder management from ZESCO. This finding can be relied upon as most (90%) of the respondents had more than 5 years of working experience demonstrating the fact that their responses were well informed. This finding demonstrates the that there may be training needs in stakeholder management for project implementing teams. The study findings demonstrate the need for customized training for the purpose of uniformity in the knowledge and practices. The results are consistent with a study by Silvius & Schipper (2011), which emphasized the necessity for project managers to close the competence gap in stakeholder involvement and the importance of sustainability in project management competencies.

5.3 The influence of stakeholder engagement on project performance

The study indicated a noteworthy relationship between stakeholder engagement and the performance of ZESCO distribution projects. The study interviews revealed that the engagement of internal stakeholders can negatively impact the quality of the project if the specifications are not adequate. This finding is in agreement with the those of the quantitative finding which indicated that inadequate specifications from internal stakeholders can affect the quality of the project. Additionally, the questionnaire survey revealed that omission of certain performance requirements can affect the performance of the project. These finding

when compared to literature agree with those of both Ngechu (2004) and Ngetich & Gakuu (2019).

Additionally, interviewees pointed out that stakeholder engagement contributes to enhanced project outcomes by facilitating collaboration and consensus building among diverse stakeholder groups. This response agrees with the findings of the questionnaire survey that frequently addressing the stakeholder's concerns has a positive impact on the project performance. These findings concur with those of Allen & Stephens (2013) in his study on diverse perceptions of stakeholder engagement within an environmental modeling research team. These findings align with the studies conducted by Mambwe, et al. (2020), which indicate that stakeholder engagement affects project performance. The findings were substantiated by Chandra, et al (2020) who indicated that stakeholder engagement affects project performance. Similarly, Johnston (2015) found out that stakeholder engagement has an effect on the overall quality and success of the project outcomes. Malik, et al. (2023) and Sinclair (2019) all agree with the findings of this study. The study's quantitative and qualitative analyses, alongside the referenced literature, converge by indicating the impact of stakeholder engagement on project outcomes.

5.4 The impact of stakeholder mapping on project performance

The study findings show that stakeholder mapping plays a crucial role in influencing project performance within ZESCO distribution projects.

The key informant interviews revealed a spectrum of conflicts encountered on ZESCO distribution projects, arising from diverse stakeholder interests and challenges. These conflicts include disputes over conflicting legal provisions, repurposing land designated as a wayleave, commitment shifts due to changes in ownership, conflicts between community needs and project objectives, resource allocation dilemmas, and demands for payment certification for uncompleted works. These conflicts have affected the project duration and cost. When compared to the questionnaire survey, the responses indicate that conflicts among stakeholders can affect the project quality. The questionnaire survey additionally revealed that stakeholder mapping helps manage the influence of stakeholders on project

performance. when compared to the body of knowledge, the findgings agree with those of a study by Ngetich & Gakuu (2019).

Additionally, the key informant interviews revealed obstacles encountered by project implementation unit, such as stakeholders making unrealistic compensation demands which affects the cost of projects. However, the questionnaire survey revealed a conflicting finding as the respondents did not agree that compensation has an effect on the cost of the project. When compared to literature, the interview finding of the qualitative component agree with those of Jones (2020).

The findings of the research reinforce the idea that stakeholder mapping is important for ZESCO distribution projects. The study also highlighted the difficulties caused by divergent stakeholder interests, stressing how crucial it is to effectively map and involve stakeholders in order to reduce conflicts and improve project performance. These results are consistent with those of related research, such as those conducted by Mok & Yang (2015), which highlights the value of adopting best practices for stakeholder management when executing projects.

Comparing the findings with existing literature reveals consistent themes and findings across studies. Prioritizing stakeholders based on influence and interest, as suggested by the qualitative data, is supported by various studies such as those by Freeman & McVea (2005). According to both the quantitative and qualitative studies, there is a positive correlation between stakeholder mapping and project performance, which is consistent with the findings of Ngetich & Gakuu (2019) and Mageto et al. (2023).

5.5 The relationship between stakeholder coordination and project performance

The interview responses shed light on the critical relationship between stakeholder coordination and project performance on ZESCO distribution projects. Interviewees highlighted that effective stakeholder management has a positive influence on the various aspects of project performance, including quality, cost, and duration.

The responses from the interviews indicate that scope changes arising from redesigning can affect the cost and quality of projects. The respondents additionally indicated that failure to supervise project works closely can affect the delivery time and quality. When compared to the quantitative results, there is agreement on the theme that effective stakeholder management affects the project quality.

The qualitative findings indicate that the different interests of stakeholders on project can be source of uncertainty if not handled early. On another hand, the quantitative results indicate that effective stakeholder management can minimize conflicts and lead to timely delivery of ZESCO distribution projects. The findings of this study are consistent with the research conducted by Pacagnella et al (2015), which underscored the project's early emphasis on comprehending the interests of key stakeholders and exploring ways in which these stakeholders could contribute to the project's success. Furthermore, Retfalvi (2016) in the study on project success using proven stakeholder management techniques discovered that the likelihood of successful project execution and organizational success is considerably increased by the capacity to recognize and manage project stakeholders.

5.6 Stakeholder management framework

The study developed a stakeholder management framework that could be used for managing internal stakeholders at project initiation.

5.6.1 Introduction

The study developed an internal stakeholder management framework for ZESCO distribution projects based on the study findings as well as the reviewed literature.

5.6.2 Objectives of the framework

The objectives of this stakeholder management framework are to:

i. **promote inclusiveness-** the framework is intended to ensure that all internal stakeholders are involved from project inception;
ii. **minimize conflict-** the framework intends to minimize conflicts that arises due to the heterogeneity of stakeholders on ZESCO distribution projects;

iii. **avoid scope creep-** this framework intends prevent scope variation during project execution; and

iv. **promote consensus-** the framework intends to ensure that all interested parties on a project reach a consensus.

5.6.3 Assumptions made by the framework

For the framework to work, the following assumptions are being made:

i. there is willingness from ZESCO to implement the framework;
ii. there is adequate funding for all project activities;
iii. the framework will not be in conflict with the requirements of project financiers;
iv. there is awareness from project implementation team about the framework and
v. there is adherence to all applicable regulatory guidelines on projects.

5.6.4 Steps for stakeholder management

The steps to be followed when managing the stakeholders are itemized below.

Step 1: Stakeholder identification

This step will help to select ZESCO employees who should form the Project Implementation Unit (PIU) from various departments such as planning, operations and maintenance, system studies, Environmental Sustainability Department (ESD), Geomatics, Civil and Technical Support Services (TSS). The stakeholders identified play a vital role by ensuring that different interests on the project are taken care of.

Step 2: Stakeholder analysis

The second step involves assessing whether the identified stakeholders have received training in stakeholder management. If the assessment reveals that a stakeholder has undergone prior training in stakeholder management, they should be included in the PIU. However, if the assessment reveals otherwise, the stakeholders should undergo training in stakeholder management for ZESCO distribution projects.

Step 3: Holding a PIU meeting to note concerns

After the formation of the PIU, a meeting is held by the PIU members so as to understand and note the concerns of members. This meeting will provide a platform for open

communication and allow stakeholders to express their opinions, raise issues, and share any potential concerns related to the project. The objective of this meeting is to gather information from PIU members who possess specific expertise and experience in various departments. Their inputs and concerns are vital for ensuring a comprehensive understanding of the project's operational, technical, potential challenges, risks, and opportunities that might have otherwise been overlooked. The lessons learned from other projects can be captured at this phase so as to improve the performance of projects.

Step 4: Stakeholder mapping

Once the concerns raised have been noted, the next step is to determine the project stage to which the concerns apply. This step is crucial for effectively addressing the concerns and implementing appropriate actions or mitigation strategies. In order to determine the project stage where the concerns are relevant, a careful analysis of each concern should be conducted. This analysis will help identify the specific phases or milestones of the project to which these concerns relate to. Once the concerns have been categorized based on the project stage, the project team should prioritize them based on their significance, urgency, and potential impact on project objectives. In addition, this step determines which internal stakeholders are required, possess interest and power at a particular project stage since not all stakeholders are required throughout. The mapping of the stakeholders is to be done based on the power and interest matrix.

Step 5: Managing the concerns and needs of stakeholders

Managing the concerns and needs of stakeholders is a crucial step in any project. By actively addressing and involving stakeholders throughout the process, project leads build trust, gather important input and ensure the success of the project.

Step 6: Evaluate if all concerns are addressed

The last step involves evaluating and ensuring that all the concerns of internal stakeholders have been addressed.

The internal stakeholder management framework developed by the study is shown in figure 5.1.

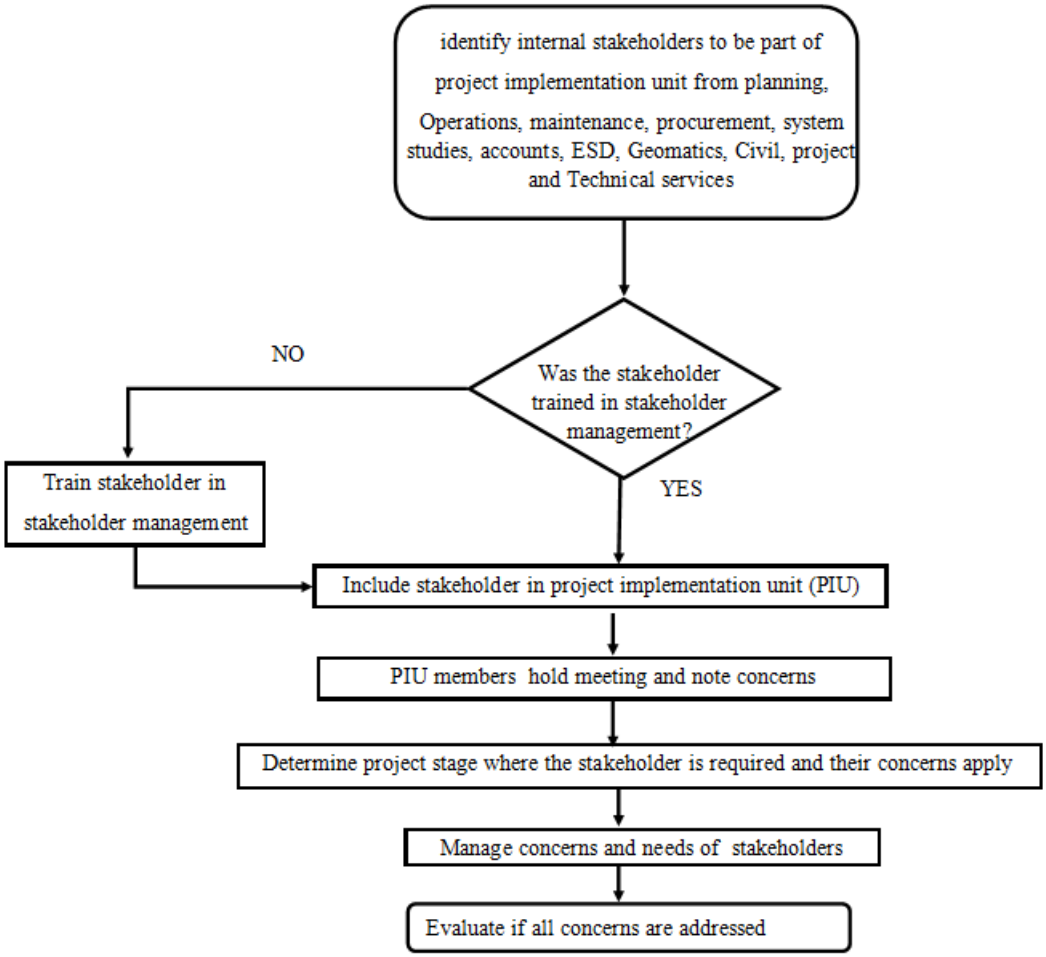

Figure 5.1: Internal stakeholder management framework

5.6.5 Framework testing

Ten randomly selected project staff were asked if the proposed framework could be applied for management of internal stakeholders at project initiation. All the respondents agreed that the model could be used for the proposed purpose.

5.7 Chapter summary

This chapter provided a detailed explanation on the implications of the finding derived from the analysis of the impact of stakeholder management on ZESCO distribution projects. The chapter also presented the proposed framework for internal stakeholder management. The next chapter provides the conclusions, recommendations and limitations of the study.

CHAPTER SIX: CONCLUSSIONS AND RECOMMENDATIONS

6.1 Introduction

The previous chapter provided a summary of the research findings in accordance with the objectives outlined in the introductory chapter. It also presented the proposed framework for internal stakeholder management. This chapter gives the conclusion of the study, recommendations, and study limitations.

6.2 Conclusions

The specific objectives of the study were to:

i. identify factors influencing stakeholder management on ZESCO distribution projects;
ii. establish the degree of influence of stakeholder engagement on the performance of ZESCO distribution projects;
iii. determine the impact of stakeholder mapping on the performance of ZESCO distribution projects; and
iv. iv. examine the relationship between stakeholder management and the performance.

The following conclusions are drawn from the study findings.

6.2.1 Factors influencing stakeholder management on ZESCO distribution projects.

Stakeholder management is integral to the success of ZESCO distribution projects, as established by the study. The factors influencing stakeholder management on ZESCO distribution projects are respondent's awareness levels about project management procedures and the lack of training in stakeholder management. Despite the findings revealing that 80% of the respondents were aware about the procedures, there were discrepancies in their understanding levels. This revelation highlights the need for sensitization. Stakeholder awareness of project management procedures fosters psychological empowerment, enhancing transparency, involvement, and alignment of expectations, as supported by Chandra et al. (2020).

The study revealed that the majority (90%) of the respondents have been trained in project management. However, only a minority (40%) of the respondents received training from ZESCO. The revelation that demonstrates the efforts being put by ZESCO to empower the projects staff with the right skills and knowledge. However, there is need to have more people trained by ZESCO so as to ensure that there is uniformity in the understanding and practices being implemented on projects.

The study managed to determine the factors that influence stakeholder management on ZESCO distribution projects. Therefore, this objective of the study was achieved and met.

6.2.2 The influence of stakeholder engagement on the performance of ZESCO distribution projects

The study established the relationship between stakeholder engagement and the performance of ZESCO distribution projects. The findings indicate that if the internal stakeholders are not engaged adequately, there can be omissions in specifications. This can affect the project quality negatively. Additionally, it can increase the project cost and prolong the delivery time due to scope changes. In the event that negotiations among stakeholders prolong, the project duration can increase. Clearly, the study objective was met and the influence of stakeholder engagement on projects performance has been demonstrated.

6.2.3 The impact of stakeholder mapping on the performance of ZESCO distribution projects

Stakeholder mapping emerged as a crucial factor influencing project performance within ZESCO distribution projects. Stakeholder mapping has a negative influence of the project duration and cost. Prolonged negotiations by the stakeholders on the project affect the duration while unrealistic compensation demands have an impact on the project cost. This objective was as the impact of stakeholder mapping on the performance of ZESCO distribution projects was determined.

6.2.4 The relationship between stakeholder management and the performance.

The study revealed that stakeholder management has a positive influence on various aspects of project performance, including quality, cost, and duration. When the project works are supervised closely, the project quality improves. This study objective was met because the

relationship between stakeholder management and the performance of ZESCO distribution projects was demonstrated.

6.3 Recommendations

In order to improve stakeholder management on ZESCO distribution projects, the study recommends the following:

i. there is need for tailored trainings in project and stakeholder management to be offered to all project staff;
ii. the project managers need to assess the understanding of their personnel on the procedures that are used on projects;
iii. continuous awareness campaigns about the existence of project management guidelines that need to be used on distribution projects;
iv. foster collaboration with stakeholder groups so as to promote open communication, problem-solving, and consensus-building;
v. encourage documentation of lessons learned during stakeholder- engagement exercises and building a knowledge repository for future projects; and
vi. the use of the proposed framework that was developed by the study.

6.4 Limitations of the study

The study had limitations as outlined below.

i. The data collected in this study heavily relies on self-reported responses from participants. While this provides valuable insights into their perceptions and experiences, it may be subject to bias or inaccuracies.
ii. The study was conducted on a specific group within ZESCO which may does not fully represent the entire organization.
iii. The study captured stakeholder management practices at a specific point in time and did not take care of the evolution of these practices over time.

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APPENDICES

Appendix A.1

Structured interview

THE UNIVERSITY OF ZAMBIA
SCHOOL OF ENGINEERING

STRUCTURED INTERVIEW

Dear respondent:

My name is Sililo Mundia pursuing a Master of Engineering in Project Management at the University of Zambia. You have been purposively selected to participate in this research project on **Stakeholder Management in ZESCO distribution projects**. Be assured that this study is for academic purposes only and its findings will be handled with the highest level of confidentiality.

Structured Interview Questions

The purpose of this study is to develop a framework for stakeholder management in ZESCO distribution projects.

Please note that All information provided will be treated in the highest level of confidence and will be used for academic purpose only.

Section 1: Personal information

1.1 Current Job Title……
1.2 Gender:……..
1.3 Qualification:……..
1.4 Field of specialization:……
1.5 Years of experience in ZESCO projects: ……
1.6 Have you ever received any training in project management?……..

Section 2: Stakeholder management on ZESCO distribution projects

2.1 (a) Are you aware about ZESCO project management procedures?

Please tick (√) in the boxes below

YES		NO	

2.1 (b) if the answer to 2.1 (a) is YES, list the procedures

……
……

2.2 (a)Are you aware of any guidelines for stakeholder management?

Please tick (√) in the boxes below

YES		NO	

2.2 (b) if the answer to 2.2(a) is YES, explain guidelines.

……

……..

2.3 At what point in the project cycle are stakeholders involved?

……

……

……

2.4 (a) Have you ever received any training on stakeholder management from ZESCO?

Please tick (√) in the boxes below

YES		NO	

2.4 (b) if the answer to 2.4(a) is NO, explain how you learned about stakeholder management.

……

……

2.5 (a) Does the management of internal and external stakeholders affect the project quality, cost, and duration? Please tick (√) in the boxes below

YES		NO	

2.5 (b) if the answer to 2.5(a) is YES. Explain how stakeholder management affects the following.

i) Quality of the project?

……

……

……

ii) Cost of the project?

……
……
…….

iii) duration of the project?

……
……
……

2.6 What challenges have you experienced with stakeholders on distribution projects as a member of the project implementation unit?

……
……

Section 3: Stakeholder engagement

3.1 How are the concerns of stakeholders taken into consideration during the project life cycle?

……
……

3.2 How often do external stakeholders help resolve problems being experienced on distribution projects?

……
……

3.3 How are the social and environmental effects of projects taken care of?

……
……

3.4 How is the formulation of a stakeholder engagement plan on distribution projects done?

……

……

3.5 How is communication on distribution projects done among stakeholders?

……

3.6 From your experience, how can stakeholder engagement on distribution projects be improved?

……

……

Section 4: Stakeholder mapping

4.1 What do you understand by the term stakeholder mapping?

……

……..

4.2 (a) Are stakeholders prioritized for management on projects?

Please tick (√) in the boxes below

YES		NO	

4.2 (b) If the answer to 4.2(a) is YES, how is the prioritization done?

……

……

4.3(a) Have you ever experienced conflicts on projects due to different interests of stakeholders on projects?

Please tick (√) in the boxes below

YES		NO	

4.3(b) if your answer to 4.3(a) was YES describe what happened on any scenario.

……

……

4.4 Do you have any other comments you may wish to share on stakeholder mapping on ZESCO distribution projects?

……

……

Thank you for your participation!

Appendix A.2

Questionnaire

THE UNIVERSITY OF ZAMBIA
SCHOOL OF ENGINEERING

INTERNAL STAKEHOLDER QUESTIONNAIRE

Dear respondent:

My name is Sililo Mundia pursuing a Master of Engineering in Project Management at the University of Zambia. You have been purposively selected to participate in this research project on **Stakeholder Management in ZESCO distribution projects**. Be assured that this study is for academic purposes only and its findings will be handled with the highest level of confidentiality.

Section 1: Respondent Information

1.1 Gender

1. Male
2. Female

1.2 What is the highest academic qualification you have attained?

1. Diploma
2. Bachelor's degree
3. Master's degree
4. PhD
5. Other, please specify……...

1.3 What is your department in ZESCO?

…….

1.4 What is your current job title in ZESCO?

……

1.5 How many years of work experience do you have in ZESCO?

……...

Section 2: Influence of Stakeholder engagement on the performance of ZESCO distribution Projects. Please answer the questions below to the best of your abilities. Please indicate the severity of the impact of stakeholder engagement practices on the performance of ZESCO distribution projects by choosing your appropriate response.

2.1 Proper stakeholder engagement contributes to the overall performance of ZESCO distribution projects.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

2.2 Adequately addressing stakeholders' concerns has a positive influence on timely delivery of ZESCO distribution projects.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

2.3 Inadequate specifications from internal stakeholders can negatively affect the quality of ZESCO distribution projects.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

2.4 All stakeholders agree on the quality standard that the ZESCO distribution projects should conform to.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

2.5 Omission of certain performance requirements when scoping a project can increase the overall cost of ZESCO distribution projects.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

2.6 Developing a stakeholder management plan positively influences the performance of ZESCO distribution projects.

1. Strongly disagree
2. Disagree
3. Neutral

4. Agree
5. Strongly agree

Section 3: Impact of Stakeholder management on the performance of ZESCO distribution Projects. Please answer the questions below to the best of your abilities. Please indicate the severity of the impact of stakeholder management practices on the performance of ZESCO distribution projects by choosing your appropriate response.

3.1 There is ample awareness about the ZESCO project management procedures by internal stakeholders.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

3.2 Prolonged negotiations among stakeholders can lead to delays in the commencement of ZESCO distribution projects.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

3.3 Effective stakeholder management enhances the ability to identify and address potential conflicts or issues among stakeholders, leading to timely delivery of ZESCO distribution projects.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

3.4 The quality of ZESCO distribution projects is closely tied to effectively managing stakeholders.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

Section 4: Impact of Stakeholder mapping on ZESCO distribution Projects. Please answer the questions below to the best of your abilities. Please indicate the severity of the impact of stakeholder engagement practices on ZESCO distribution projects by choosing your appropriate response.

4.1 Not engaging external stakeholders e.g., local communities at the beginning of the ZESCO distribution projects can affect the project duration.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

4.2 Stakeholder compensation has a huge impact on the overall cost of ZESCO distribution projects.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

4.3 Regulatory stakeholders such as ZEMA have an impact on the delivery of ZESCO distribution projects delivery time.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

4.4Stakeholder mapping aids in identifying and minimizing the environmental and social impacts of ZESCO distribution projects.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

4.5 Stakeholder mapping helps manage the influence of stakeholders on ZESCO distribution projects quality.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

4.6 Not addressing the conflicting interests of the stakeholders on a project can affect the performance of ZESCO distribution projects.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

Thank you for your participation!

Appendix A.3

Ethical clearance approval

THE UNIVERSITY OF ZAMBIA

DIRECTORATE OF RESEARCH AND GRADUATE STUDIES

Great East Road Campus |P.O. Box32379 |Lusaka10101|Tel: +260-211-290 258/291 777
Fax: (+260)-211-290 258/253 952 |E-**mail**: director.drgs@unza.zm |Website: www.unza.zm

APPROVAL OF STUDY

IORG No. 0005376
NASRECREC IRB No. 00006465

21st September 2023

REF NO. NASREC-2023- AUG – 012

Mr. Sililo Mundia,
The University of Zambia,
School of Engineering,
P.O. Box 32379,
LUSAKA.

Dear Mr, Mundia,

RE: "STAKEHOLDER MANAGEMENT IN ZESCO DISTRIBUTION PROJECTS"

Reference is made to your protocol dated as captioned above. NASREC resolved to approve this study and your participation as Principal Investigator for a period of one year.

REVIEW TYPE	ORDINARY REVIEW	APPROVAL NO. NASREC-2023 AUG - 012
Approval and Expiry Date	Approval Date: 21st September, 2023	Expiry Date: 21st September, 2024
Protocol Version and Date	Version - Nil.	21st September, 2024
Information Sheet, Consent Forms and Dates	• English.	To be provided
Consent form ID and Date	Version - Nil	To be provided
Recruitment Materials	Nil	Nil
Other Study Documents	Questionnaire.	

Specific conditions will apply to this approval. As Principal Investigator it is your responsibility to ensure that the contents of this letter are adhered to. If these are not adhered to, the approval may be suspended. Should the study be suspended, study sponsors and other regulatory authorities will be informed.

CONDITIONS OF APPROVAL

- No participant may be involved in any study procedure prior to the study approval or after the expiration date.

- All unanticipated or Serious Adverse Events (SAEs) must be reported to NASREC within 5 days.

- All protocol modifications must be approved by NASREC prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address.

- All protocol deviations must be reported to NASREC within 5 working days.
- All recruitment materials must be approved by NASREC prior to being used.

- Principal investigators are responsible for initiating Continuing Review proceedings. NASREC will only approve a study for a period of 12 months.

- It is the responsibility of the PI to renew his/her ethics approval through a renewal application to NASREC.

- Where the PI desires to extend the study after expiry of the study period, documents for study extension must be received by NASREC at least 30 days before the expiry date. This is for the purpose of facilitating the review process. Documents received within 30 days after expiry will be labelled “late submissions” and will incur a penalty fee of K500.00. No study shall be renewed whose documents are submitted for renewal 30 days after expiry of the certificate.

- Every 6 (six) months a progress report form supplied by The University of Zambia Natural and Applied Sciences Research Ethics Committee as an IRB must be filled in and submitted to us. There is a penalty of K500.00 for failure to submit the report.

- When closing a project, the PI is responsible for notifying, in writing or using the Research Ethics and Management Online (REMO), both NASREC

- and the National Health Research Authority (NHRA) when ethics certification is no longer required for a project.

- In order to close an approved study, a Closing Report must be submitted in writing or through the REMO system. A Closing Report should be filed when data collection has ended and the study team will no longer be using human participants or animals or secondary data or have any direct or indirect contact with the research participants or animals for the study.

- Filing a closing report (rather than just letting your approval lapse) is important as it assists NASREC in efficiently tracking and reporting on projects. Note that some funding agencies and sponsors require a notice of closure from the IRB which had approved the study and can only be generated after the Closing Report has been filed.

- A reprint of this letter shall be done at a fee.

- All protocol modifications must be approved by NASREC by way of an application for an amendment prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address or methodology and methods. Many modifications entail minimal risk adjustments to a protocol and/or consent form and can be made on an Expedited basis (via the IRB Chair). Some examples are: format changes, correcting spelling errors, adding key personnel, minor changes to questionnaires, recruiting and changes, and so forth. Other, more substantive changes, especially those that may alter the risk-benefit ratio, may require Full Board review. In all cases, except where noted above regarding subject safety, any changes to any protocol document or procedure must first be approved by NASREC before they can be implemented.

Should you have any questions regarding anything indicated in this letter, please do not hesitate to get in touch with us at the above indicated address.

On behalf of NASREC, we would like to wish you all the success as you carry out your study.

Yours faithfully,

Dr. Mususu Kaonda

VICE-CHAIRPERSON
THE UNIVERSITY OF ZAMBIA NATURAL AND APPLIED SCIENCES RESEARCH ETHICS COMMITTEE - IRB

CC: Director, Directorate of Research and Graduate Studies
Assistant Director (Research), Directorate of Research and Graduate Studies
Assistant Registrar (Research), Directorate of Research and Graduate Studies

Appendix A.4

Request to conduct research

ZESCO
Powering the Nation

Our Ref: A200/L&D/0148/2023

9 February 2023

Mr Sililo Mundia
C/O University of Zambia
P.O. Box 36711
LUSAKA

Dear Mr. Mundia

REQUEST TO CONDUCT RESEARCH – MR SILILO MUNDIA

Reference is made to your letter to us, wherein you requested ZESCO Management to grant you permission to carry out a research entitled **"STAKEHOLDER MANAGEMENT IN ZESCO DISTRIBUTION PROJECTS."**

This serves to inform you that permission has been granted to you to undertake the above-mentioned research under the following terms and conditions:

1. That all information regarding the research should be handled with all the confidentiality it deserves and shall be used for academic purposes only.
2. The final report should be availed to the office of the undersigned before submission to your school for a go ahead in writing.
3. A copy of the final report shall be retained by ZESCO Limited for future reference.
4. You are only permitted to hand out questionnaires and do research under Planning and Project Directorate with guidance from the Office of the Senior Manager – Systems Analysis and Projects.

Please fill in the attached form to indicate whether or not you are agreeable to these Terms and Conditions and return a copy to the office of the undersigned.

Yours Sincerely
ZESCO LIMITED

SEPO M. IMASIKU
SENIOR MANAGER – LEARNING AND DEVELOPMENT

CC: Director – HC&D
Director – Planning and Projects
Senior Manager - Systems Analysis and Projects
Learning & Development File

SMI/nn/smkm

A Member of IDC Group of Companies

All correspondence to be addressed to the Managing Director
ZESCO Limited, Stand No. 6949 Great East Road, P.O. Box 33304, Lusaka-Zambia
Tel: +260-211-361111, E-mail: zesco@zesco.co.zm
www.zesco.co.zm

Appendix A.5

Journal Publication from this dissertation

European Modern Studies Journal
ISSN 2522-9400

Indexed in: CrossRef - DOI: 10.59573, SJIFactor - Scientific Journal Impact Factor (SJIF 2022 = 5.987), InfoBase, J-Gate, Google Scholar (h-index = 6), BASE, Ulrichsweb & Ulrich's Periodicals Directory, Scientific Indexing Services (SIS), ResearchBib, Все науки, World Catalogue of Scientific Journals, Root Society for Indexing and Impact Factor Service, Advanced Sciences Index (ASI), International Society for Research Activity (ISRA) Journal-Impact-Factor (JIF), EuroPub database, Eurasian Scientific Journal Index, Research Journal Impact Factor

Date:
March 21, 2024

To:
Sililo Mundia,
Department of Civil and Environmental Engineering,
School of Engineering,
University of Zambia, Zambia

Publication Certificate

Your article entitled ***«Internal Stakeholder Management in ZESCO Distribution Projects»*** co-authored with ***Mundia Muya*** has been published in **Volume 7, Number 5 (2023)** of **European Modern Studies Journal**. It is available on the Journal's website at https://www.journal-ems.com/index.php/emsj/article/view/909
DOI: https://doi.org/10.59573/emsj.7(5).2023.6

Kind regards,
Dr. Alina Friedman,
Editor-in-Chief