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Influence of Project Stakeholders Management on Project Performance; A Case of Water Supply System Extension Project Implemented by WASAC in Nyarugenge District, Kigali-Rwanda

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Abstract

This research assessed the influence of project stakeholders management on project performance, the case of Water Supply System Extension Project implemented in WASAC. The specific research objectives were to assess the influence of communication on project performance of Water Supply System Extension Project in WASAC; to determine the influence of stakeholders' needs & expectation identification on project performance of Water Supply System Extension Project in WASAC; to examine the influence of stakeholders participation on project performance of Water Supply System Extension Project in WASAC and to find out the influence of conflict management on project performance of Water Supply System Extension Project in WASAC. The agent theory of stakeholders' participation; project communication theory of change; stakeholders' theory and institutional management theory were reviewed. The population is 287 and sample size is 167 participants. The simple random sampling technique were used. The study used questionnaire; documentation; interview and observation research techniques during collection of data. The findings indicated a strong positive correlation (R = .896) between project performance of WSSEP in WASAC and the predictors, which include Communication, Stakeholders' Needs & Expectation Identification, Stakeholders Participation, and Conflict Management. R-squared (R2) equals to 0.803 (or 80.3%). Approximately 80.3% of the variance in Project Performance can be explained by these predictors, demonstrating the model's effectiveness in capturing the relationship between these variables. A one-unit increase in Communication corresponds to a 0.313 unit increase of project performance of WSSEP in WASAC (β=0.313 t=5.302 p value = 0.000). Similarly, a one-unit increase in Stakeholders' Needs & Expectation Identification corresponds to a 0.730 unit increase of project performance of WSSEP in WASAC (β=0.730 t=7.333 p value = 0.000). Also, a one-unit increase in Stakeholders Participation corresponds to a 0.450 unit increase of project performance of WSSEP in WASAC (β=0.450 t=3.830 p value = 0.000). And a one-unit increase in Conflict Management corresponds to a 0.337 unit increase of project performance of WSSEP in WASAC (β=0.337 t=3.496 p value = 0.000). Therefore, the p-values are less than 0.05 hence, all null hypotheses (H_{1-0}, H_{2-0}, H_{3-0} and H_{4-0}) were rejected. WASAC should strengthen its communication strategies, invest in stakeholder needs identification

processes, foster active stakeholder engagement throughout projects, and establish efficient conflict resolution procedures.

Keywords: *Project stakeholders' management; Communication; Stakeholders' needs & expectation identification; Stakeholders participation; Conflict management and Project performance.*

1. Introduction

The project stakeholders management is facing with several problems including poor communication; lack of clear project goals and alignment with business objectives; lack of accountability; unrealistic deadlines and planning fallacies; lack of resource allocation; inadequate project budget; lack of scope creep and insufficient risk management. When asked about project stakeholders management problems, lack of strategic direction and leadership are big issues, this is serious problem, as 14% of project managers in WASAC reported that lack of direction during project stakeholders management is the main cause of conflict in their projects. Additionally, 12% among them reported that miscommunication and misunderstandings within the team as major hurdle. Ignoring team conflict isn't an option for project managers, that are needed to figure out the root cause of the issue, then take a deep breath and get it sorted. The project stakeholders management meets with team conflict that is caused by a lack of shared vision and miscommunication, leading to confusion and frustration. Project managers need to bring clarity and cohesion to their teams to manage conflict effectively. Project stakeholders management software can be a helpful tool to tackle this challenge (Olivia, 2023).

Lack of project policy meant that the majority of implementation of projects was unplanned, but has been practiced mostly as informal sector operations beyond the government framework. Therefore, unable to mobilize the financial supports, the implementation of small business is responsible for organizing all renewable projects operations. The projects are not successful because of lack of sufficience resources, this problem is large extent to blame for the usually inadequate rules and regulations of project plans. Provided that there is inadequate technical knowledge in the formal performance sector. Most important economic and financial barriers in the context of implementation of small business (WASAC, 2022).

In order to solve that gap, the Water Supply System Extension Project, the stakeholders are the key influencers in the projects' performance. The variety of the project stakeholders in terms of their volume and diversity serves as a determining factor in the existing projects outputs. The different projects currently being undertaken in the program experience challenges in implementation and some also have delayed performances. Given that Water Supply System Extension Project is an actively on-going project, studying the existing effect of stakeholder management on the performances of its projects will help contribute in bettering the performances, as well as understanding the existing gaps the project has in this regard. The insufficient reliable and relevant project stakeholders management reports have caused institutions to collapse; they fall into failure because of their liabilities far outweigh their assets they even fail to repay their stakeholders (Prahinski, 2021).

1.1. Objectives of the study

This study aimed to investigate the influence of project stakeholders management on project performance, the case of Water Supply System Extension Project implemented in WASAC.

Specific objectives:

i. To assess the influence of communication on project performance of Water Supply System Extension Project in WASAC.
ii. To determine the influence of stakeholders' needs & expectation identification on project performance of Water Supply System Extension Project in WASAC.
iii. To examine the influence of stakeholders participation on project performance of Water Supply System Extension Project in WASAC.
iv. To find out the influence of conflict management on project performance of Water Supply System Extension Project in WASAC.

1.2. Research hypotheses

H_{01}: There is no influence of communication on project performance of Water Supply System Extension Project in WASAC.

H_{02}: There is no influence of stakeholders' needs & expectation identification on project performance of Water Supply System Extension Project in WASAC.

H_{03}: There is no influence of stakeholders' participation on project performance of Water Supply System Extension Project in WASAC.

H_{04}: There is no influence of conflict management on project performance of Water Supply System Extension Project in WASAC.

2. Literature review

This section presents the empirical link between independent variables and dependent variable

2.1. Communication and project performance

Arnstein (2019) developed link between communication and project performance as a ladder of participation, which is a hierarchy of different stakeholder engagement methods ordered from non-participatory to stakeholder-driven methods. This ladder was then adapted by Pretty *et al.* (2015). These authors agree that implementing the levels of communication further up the ladder leads to greater cooperation and cohesive result guidelines (CRGs) for the Greater Dublin Area (Dublin Regional Authority, 2010) guide the development of the whole region and are also informed by the challenges that come under the umbrella of sustainable development.

These CRGs are informed by a set of provisional sustainable development indicators that are still being developed and will be informed by this current research. Throughout this research it was observed that the efforts to improve and measure the sustainable development of the Dublin region are often disjointed. Frequently, the local authorities appear to have quite different understandings of what is meant by the term sustainable development, and this issue is exacerbated by the recommendation of diverse and often incompatible indicators.

International sustainable development policies such as Europe 2020 (EC, 2010) and the European sustainable development strategy are often supported by suites of sustainable development indicators that can be used to baseline current performance, develop targets for future development and measure progress. These studies often rank cities in terms of their performance and can serve as an important impetus for change as well as highlighting international best practice. However, such internationally focused top-down projects can often miss the key issues that affect sustainable development at the local scale (Fraser *et al.*, 2016),

since they take a necessarily formula approach to development in order to permit comparison across different geographical locations.

2.2. Stakeholders' needs & expectation identification and project performance

Pretty et al. (2015) considered stakeholders' needs & expectation identification and project performance as the progress in a sustainable manner; city councils, public sector bodies, private organizations and local community groups are increasingly incorporating sustainable development in their strategic plans. However, sustainable development is an overused term and is in danger of losing its meaning. When stated as a goal of future development it is often met with scepticism. Due to the large number of sustainable development projects at every scale, from the international down to the local, individuals and organizations can feel overwhelmed and without true direction when trying to face this important challenge. To ensure that efforts towards sustainable development are effective there is a need to frame individual organizations' bottom-up efforts within the context of top-down approaches developed at the national and international scale.

Engaging key stakeholders in the creation of sustainable development policy is the key to its success. A participatory approach allows stakeholders to inform the policy developed with the real challenges that they encounter through their work (Burby, 2013). It also ensures that individual organizations understand how their work fits in with the overall policy and how fine-grained actions can feed into sustainable development at a regional scale.

This approach of communication to sustainable development policy and indicator selection has been undertaken by many researchers such as Fraser *et al.* (2016), who examined how to integrate both top-down and bottom-up approaches to indicator selection in three very different case study settings in Canada, Botswana and the UK. They also identified the need to develop a process that allows experts and those with local knowledge to come together during the identification of sustainable development indicator suites.

Reed (2018) provides a comprehensive review of communication methods and concludes that there is a need to focus on the process of communication rather than the tools of participation utilized, such as interviews or focus groups.

2.3. Stakeholders participation and project performance

The link between stakeholders participation and project performance shows the method of communication influences the end result of the process and therefore this current work set out to examine a participation process appropriate to integrate the top-down sustainable development indicators used at a European scale with those bottom-up indicators relevant at a regional and city scale. Arnstein (2019) developed a ladder of participation, which is a hierarchy of different stakeholder engagement methods ordered from non-participatory to stakeholder-driven methods.

This ladder was then adapted by Pretty (2015), these authors agree that implementing the levels of communication further up the ladder leads to greater cooperation and a cohesive result over which the stakeholders feel co-ownership in general. Stakeholders had meetings with representatives of all other stakeholders to find out their involvement in the project. What follows is the categorization of the stakeholders into primary and secondary stakeholders, emphasizing constant information links between the primary and secondary stakeholders to address any possible interruptions to the timely transfer of information.

The stakeholders are also referred to as institutional administrative as they are based in the same institutions as the primary stakeholders. Indeed, the stakeholders at this level are considered to operate from a management perspective. Therefore, the decisions made at this level are relevant to the overall coordination of activities of the project because these stakeholders are responsible for managing the primary stakeholders (Arnstein, 2019).

2.4. Conflict management and project performance

Relationship conflict also leads to delayed projects and poor performance or outcomes because most of their time is wasted in resolving the relationship conflicts among their employees, co-workers, and staff members. Process conflicts refer to the disagreements about how the work should get done. Conflict among workers in an organization is inevitable. If it manages properly, it will bring catalyst for change and can have positive impact on employee satisfaction and performance of the organization. Conversely, unmanaged conflict negatively impacts both employee satisfaction and job performance (Awan and Anjum, 2015).

Conflict among workers in an organization is inevitable. If it manages properly, it will bring catalyst for change and can have a positive impact on employee satisfaction and performance of the organization. Conversely, unmanaged conflict negatively impacts both employee satisfaction and job performance. When organizational leaders ignore workplace conflict, they send a message that unsatisfactory job performance and inappropriate behavior are acceptable. Awan and Anjum (2015) says that properly managed conflict promotes open communication, collaborative decision making, regular feedback, and timely resolution of conflict. Open communication and collaboration enhance the flow of new ideas and strengthen work relationship, which can have a positive effect on employee morale. Regular feedback and timely resolution of conflict has the potential of improving employee satisfaction and job performance.

Awan and Anjum (2015) argue that a negative work environment that does not promote conflict resolution can result in poor employee behavior and job performance. Unmanaged conflict promotes dysfunctional communication and poor behavior among staff. Poor behavior on the part of one employee has the power to affect overall employee morale, which results in lower productivity. According to Dana (2020), “conflict is not just an annoyance. It costs money and those costs can be calculated, in terms of wasted time, bad decision, lost employees.” In the health care industry, patients’ health and even their lives can be affected by unmanaged conflict.

Awan and Ibrahim (2015) contend that if the individuals do not have the communication or interpersonal skills to resolve their disputes, the conflict can grow and spread to others, eventually affecting their job performance, which, in turn, affects the job satisfaction of others, as well in addition to the staff not having the communication skills to address their disputes, their leaders often lack the necessary skills to be effective in conflict resolution. Once human resources personnel are involved, the process becomes punitive and results in disciplinary action, which contributes to an even greater reduction in employee morale and employee satisfaction. Within any organization, there are usually different positions and jobs. People occupying these positions have different perceptions, goals, thought and concerns. It is difficult to conceptualize society or an organization without inherent differences and contradictions and these leads to conflict.

In organization a serious problem can be conflicts that are very serious. This is the bad practice that will be impossible for the workers to at the same place for work. Awan and Ahson (2015) say that conflict is a natural and inevitable part of people working together and should be kept

at a manageable level where it will not disorganize the activities of the organization towards the attainment of its objectives. Awan et al (2015) plead that conflict may also be beneficial to the organization where it brings about radical change in the organizational power structure, current interaction pattern and entrenched attitude and also can lead to increase in productivity. While some conflicts are functional others are not. It can also affect the organization negatively when it is associated with decreased employee satisfaction, insubordination, decreased productivity, leads to economic loss, fragmentation to mention but a few. It is the management major responsibility to device strategies in bringing down conflict as low as possible, which will enable the organization to still function to succeed (Robbins & Sanghi, 2016) against this background the study was being carried out on the negative effect of conflict.

3. Research methodology

3.1 Research design

The researcher conducted both descriptive and correlational studies. Descriptive survey research use surveys to collect information on a variety of issues, quantitative approach used for data collected with questionnaire while qualitative approach used for interview response and correlational studies research design examined at the links that exist between variables under the study.

3.2 Study population

The entire population are 287 respondents including 218 as employees who have responsibilities and related duties in projects operations of WASAC Headquarters and 69 stakeholders.

3.3 Sample size

Before identifying the respondents to this research, it is necessary to indicate how the sample size is determined. The sample size of the study is calculated by using the formula invented by Taro Yamen formula (1967); the used formula to calculate the sample size, is: $n = \frac{N}{1+N(e)^2}$; where n is the sample size, N is the population size, and e is the marginal error of 5% through level of confidence of 95%. Thus, this formula is applied to get sample size.

$$n = \frac{287}{1+287(0.05)^2} = \frac{287}{1.7175} = 167.103 \cong 167$$

Therefore, for the case of this study, the sample size is 167 respondents including employees and stakeholders of WASAC, then, current researcher chose the sample size of population to be questioned through simple random sampling technique.

3.4. Research instruments

The study used primary sources of data that gathered from the respondents

Questionnaire tool

The questionnaires were filled and they provided free and fair responses from the respondents. The questionnaires that used are closed questions. Therefore, the closed questionnaires were applied because they provided data that are comparable for all respondents, where the questionnaires were distributed among 167 respondents as employees and stakeholders of WASAC.

Documentation tool

Documentation is the extensive study and review of published documents, reports, magazines, journals and policy reports related to the topic. This is important because it reviews the literature and tries to locate global perspectives in order to make a comparative framework for analysis and evaluation for readers; therefore, the researcher used this documentary technique in order to conduct and get secondary data.

Interview guide

Qualitative questions asked in relation with the research objectives and this helped the researcher to get direct information from respondents; therefore, this technique allowed the researcher to collect information related to the influence of project planning on performance of Sexual Reproductive Health and Rights Project in Bugesera District.

Observation

Observational techniques involve observing actual behaviours which are subsequently scored. A key challenge that is encountered by the researcher though is deciding what to look for and how to decide what constitutes a particular behaviour (Krlinger, 2017). Therefore, this observation research technique helped researcher to collect direct information from the field visit.

3.5. Reliability

The research holds high reliability if it can be repeated several times and the outcome is the same. For the reliability of this research, the researcher tried all the best to choose the right persons from the respondents. The researcher developed the questionnaire which leading to the core topic. For this purpose, the researcher developed the questionnaire and realize it to make respondents feel secure about the information asked.

Table 1: Reliability statistics

Variables	No of Items	Cronbach's Alpha	Observation
COM	4	.817	Accepted
SNEI	4	.824	Accepted
SP	4	.841	Accepted
SNEI	4	.879	Accepted
PP	6	.807	Accepted

COM: Communication, SNEI :Stakeholders' Needs & Expectation Identification, SP : Stakeholders Participation, CM : Conflict Management, PP : Project performance

These statistics are often used in the field of research to assess the reliability of the measurement scales used for these variables. Researcher aimed for Cronbach's Alpha values above 0.7 to ensure that their scales are reliable for measuring the constructs of interest.

3.6. Data analysis

Statistics analysis is a set of mathematical methods which, from the collection and analysis of real data. The statistical, analytical and descriptive research methods for data analysis offered the opportunity to measure and quantifies the results of research ; therefore, these research analyses facilitated in quantifying and numbering the results of the research and presenting information in the tables.

In order to make effective measurement of variables ; it is required to present the regression analysis model through ANOVA table (used for presenting the mean and standard deviation)

that were provided by SPSS and researcher used it by calculating ; analyzing and interpreting the relationship among variables through the collected data by showing the mean and standard deviation, as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y = Project performance (PP) as dependent variable

Indicators of stakeholders management as independent variable including:

X_1 = Communication (COM)
X_2 = Stakeholders' Needs & Expectation Identification (SNEI)
X_3 = Stakeholders Participation (SP)
X_4 = Conflict Management (CM)
$\beta_1; \beta_2; \beta_3; and\ \beta_4$ = Slope or coefficient of estimates.
β_0 = Constant
ε = Error term
And then the real equation became

$$PP = \beta_0 + \beta_1 COM + \beta_2 SNEI + \beta_3 SP + \beta_4 CM + \varepsilon$$

4. Research findings

This chapter shows the findings of the research and linked information that was collected in relation with research questions. Inferential statistics, such as correlation and regression, are used in research and data analysis to draw conclusions about the relationships between variables, make predictions, and test hypotheses.

Table 2: Correlation matrix

		COM	SNEI	SP	CM	PP
COM	Pearson Correlation	1	.817**	.798**	.717**	.815**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	167	167	167	167	167
SNEI	Pearson Correlation	.817**	1	.931**	.784**	.855**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	167	167	167	167	167
SP	Pearson Correlation	.798**	.931**	1	.841**	.786**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	167	167	167	167	167
CM	Pearson Correlation	.717**	.784**	.841**	1	.764**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	167	167	167	167	167
PP	Pearson Correlation	.815**	.855**	.786**	.764**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	167	167	167	167	167

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

COM : Communication, **SNEI** : Stakeholders' Needs & Expectation Identification, **SP** : Stakeholders Participation, **CM** : Conflict Management, **PP** : Project performance

The table 2, provides a correlation matrix that examines the relationships between Communication, Stakeholders' Needs & Expectation Identification, Stakeholders Participation, Conflict Management, and project performance of WSSEP in WASAC. These

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correlations are represented by Pearson correlation coefficients, along with their significance levels (Sig.) and sample sizes (N).

In summary, the findings in this table indicates the significant positive relationships between project stakeholders management and project performance of WSSEP in WASAC, including Communication (r=0.815, p=0.000<0.05), Stakeholders' Needs & Expectation Identification (r=0.855, p=0.000<0.05), Stakeholders Participation (r=0.786, p=0.000<0.05) and Conflict Management (r=0.764, p=0.000<0.05). These findings indicates that effective communication, stakeholder engagement, conflict management, and meeting stakeholders' needs and expectations are all related and positively associated with improved project performance of WSSEP in WASAC. All correlations are statistically significant at the 0.05 level, indicating strong relationships.

The findings are consistent with Jason Fernando's (2023) emphasis on the significance of project stakeholder management. Jason highlights the importance of systematically identifying stakeholders, analyzing their needs and expectations, and engaging with them effectively, which aligns with the strong positive relationships found in the study between various aspects of stakeholder management and performance of WSSEP in WASAC. This supports the notion that managing project stakeholders is a crucial factor in achieving successful project outcomes.

Table 3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.290	.140		2.071	.040
	COM	.313	.059	.329	5.302	.000
	SNEI	.730	.100	.743	7.333	.000
	SP	.450	.117	.421	3.830	.000
	CM	.337	.073	.300	4.598	.000

a. Dependent Variable: PP

COM : Communication, **SNEI** : Stakeholders' Needs & Expectation Identification, **SP** : Stakeholders Participation, **CM** : Conflict Management, **PP** : Project performance

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Y = Project performance (PP) as dependent variable

Indicators of stakeholders management as independent variable including :

X_1 = Communication (COM)

X_2 = Stakeholders' Needs & Expectation Identification (SNEI)

X_3 = Stakeholders Participation (SP)

X_4 = Conflict Management (CM)

$\beta_1; \beta_2; \beta_3; and\ \beta_4$ = Slope or coefficient of estimates.

β_0 = Constant

ε = Error term

And then the real equation will become

$PP = \beta_0 + \beta_1 COM + \beta_2 SNEI + \beta_3 SP + \beta_4 CM + \varepsilon$

Based on the model coefficient result the model becomes:

PP = 0.290+0.313 COM+0.730SNEI+0.450SP+ 0.337CM+εt ;

In Table 3, the Coefficients section provides information about the regression coefficients for each predictor variable, along with their statistical significance. The constant value is 0.290. This denotes the anticipated value of the dependent variable, which is "project performance," when all the predictor variables (Communication, Stakeholders' Needs & Expectation Identification, Stakeholders Participation, and Conflict Management) are set at zero. The unstandardized coefficients signify the alteration in the dependent variable (project performance) associated with a one-unit change in the predictor variables, while keeping the other predictors constant. For instance, a one-unit increase in Communication corresponds to a 0.313 unit increase of project performance of WSSEP in WASAC (β=0.313 t=5.302 p value = 0.000). Similarly, a one-unit increase in Stakeholders' Needs & Expectation Identification corresponds to a 0.730 unit increase of project performance of WSSEP in WASAC (β=0.730 **t=**7.333 p value = 0.000). Also, a one-unit increase in Stakeholders Participation corresponds to a 0.450 unit increase of project performance of WSSEP in WASAC (β=0.450 **t=**3.830 p value = 0.000). And a one-unit increase in Conflict Management corresponds to a 0.337 unit increase of project performance of WSSEP in WASAC (β=0.337 t=3.496 p value = 0.000). Therefore, the p-values are less than 0.05 and there is significant determinant of project performance of WSSEP in WASAC. All predictor variables exhibit positive and statistically significant effects on Project Performance, indicating that improving Communication, Stakeholders' Needs & Expectation Identification, Stakeholders Participation, and Conflict Management can lead to enhanced performance of WSSEP in WASAC.

The findings are consistent with Pretty's (2019) emphasis on the importance of project stakeholder management. Pretty shows that project stakeholder management is essential for building and maintaining relationships with stakeholders over the long term. The study's results demonstrate that effective management of stakeholders, encompassing factors like Communication, Needs & Expectation Identification, Participation, and Conflict Management, significantly influences project performance, aligning with the core concept emphasized by Pretty.

Table 4: Hypotheses results

hypotheses	p value	Verdict
***$H_{1\text{-}0}$*:** There is no influence of communication on project performance of Water Supply System Extension Project in WASAC.	p<0.05	**Rejected**
***$H_{2\text{-}0}$*:** There is no influence of stakeholders' needs & expectation identification on project performance of Water Supply System Extension Project in WASAC	p<0.05	**Rejected**
***$H_{3\text{-}0}$*:** There is no influence of stakeholders' participation on project performance of Water Supply System Extension Project in WASAC.	p<0.05	**Rejected**
***$H_{4\text{-}0}$*:** There is no influence of conflict management on project performance of Water Supply System Extension Project in WASAC.	p<0.05	**Rejected**

The results, as reflected in Table 4, indicate that project stakeholders management have significant positive effects on project performance of WSSEP in WASAC, as all null hypotheses ($H_{1\text{-}0}$, $H_{2\text{-}0}$, $H_{3\text{-}0}$ and $H_{4\text{-}0}$) were rejected as the p values are less than 0.05. The

findings showed that the hypotheses results indicate no influence of the key variables on project performance within the Water Supply System Extension Project in WASAC. Each hypothesis, proposing that there is no influence of communication, stakeholders' needs & expectation identification, stakeholders' participation, and conflict management on project performance of WSSEP in WASAC, has been rejected. This implies that effective communication, thorough identification of stakeholders' needs and expectations, active stakeholder participation, and efficient conflict management contribute positively to the project's overall performance.

5. Conclusion

The main aim of this study was to investigate the influence of project stakeholders' management on project performance, the case of Water Supply System Extension Project implemented in WASAC. Specifically, the study guided by the following objectives : To assess the influence of communication on project performance of Water Supply System Extension Project in WASAC, to determine the influence of stakeholders' needs & expectation identification on project performance of Water Supply System Extension Project in WASAC, to examine the influence of stakeholders participation on project performance of Water Supply System Extension Project in WASAC, and to find out the influence of conflict management on project performance of Water Supply System Extension Project in WASAC.

The findings showed an overall very strong mean highlight that communication provided by WASAC is strong. The findings indicated the significant positive relationships between Communication and project performance of WSSEP in WASAC ($r=0.815$, $p=0.000<0.05$). Simirally, the very strong mean showed the significant positive relationships between Stakeholders' Needs & Expectation Identification and project performance of WSSEP in WASAC ($r=0.855$, $p=0.000<0.05$). Furthermore, the very high mean indicated the significant positive relationships between Stakeholders participation and project performance of WSSEP in WASAC ($r=0.786$, $p=0.000<0.05$). Lastly, the very high mean indicated the significant positive relationships between Conflict management and project performance of WSSEP in WASAC ($r=0.764$, $p=0.000<0.05$).

The findings showed that the hypotheses results indicate no influence of the key variables on project performance within the Water Supply System Extension Project in WASAC. Each hypothesis, proposing a negative relationship between communication, stakeholders' needs & expectation identification, stakeholders' participation, and conflict management, has been rejected. This implies that effective communication, thorough identification of stakeholders' needs and expectations, active stakeholder participation, and efficient conflict management contribute positively to the project's overall performance.

6. Recommendations

- WASAC should continue to invest in methods and processes that facilitate the identification and fulfillment of stakeholder needs. Regular feedback mechanisms and surveys can aid in this process.
- WASAC should encourage and facilitate meaningful stakeholder engagement throughout the project lifecycle. This can foster a sense of ownership and commitment among stakeholders, contributing to project success.

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