MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

SOCIAL NETWORKING, STAKEHOLDER COMMITMENT AND THE SUSTAINABILITY OF LIVELIHOOD DEVELOPMENT PROJECTS IN UGANDA: A CASE OF YOUTH LIVELIHOOD PROJECTS IN MBARARA CITY

BY

LUMANYIKA NICHOLAS

2020/HD10/20848U

+256772720600 / +256782580133

Email: lumanyikan@yahoo.co.uk

A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS SCHOOL (FACULTY OF GRADUATE STUDIES AND RESEARCH) IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF MAKERERE UNIVERSITY

PLAN A

DECEMBER, 2023

DECLARATION

I Lumanyika Nicholas, declare to the best of my knowledge that this is my original work and has neither been presented nor submitted for any award in any other institution of higher learning for academic purposes.

Sign..... Date.....4/12/2023.....

Lumanyika Nicholas

2020/HD10/20848U

APPROVAL

This dissertation has been submitted with our approval as University Supervisors.

Signed .....Date.....03/12/23

Prof. Sudi Nangoli

Signed.....Date.....03/12/2023

Ms. Florence Nakajubi

DEDICATION

I dedicate this work to my wife Ms. Jackie Birungi and my sons Harry Gombe, Hillary Kiranda, Harold Lumanyika and Hayden Lumanyika for the endurance and courage you have given to me during this master's research. May the Almighty bless you abundantly.

ACKNOWLEDGEMENT

I thank the Almighty God for enabling me to complete this course amidst numerous challenging circumstances and giving me life and resources as key facilities to reach this far. I also sincerely appreciate my family who have selflessly supported me financially and morally all through my life.

I am grateful to my Employer and sponsor, Uganda National Oil Company (UNOC), for fully supporting my MBA and providing time for learning.

My sincere gratitude to my caring supervisors Professor Sudi Nangoli and Ms. Florence Nakajubi who unreservedly offered continual guidance, time, commitment, and availability to ensure a satisfactory completion of this dissertation. May the Almighty bless you abundantly.

I also thank all my respondents in the various youth projects in Mbarara City for sparing their precious time to fill in my questionnaires without any hesitation. Minus their input, this work would not have been accomplished.

Special thanks to my 2020 MBA Modular classmates and friends for their unwavering support and encouragement during our group interactions.

Table of Contents

DECLARATION i
APPROVAL ii
DEDICATION iii
ACKNOWLEDGEMENT iv
LIST OF TABLES viii
LIST OF ACRONYMS ix
ABSTRACT x
CHAPTER ONE 1
INTRODUCTION 1
1.0 Introduction 1
1.1 Background 1
1.2 Problem Statement 3
1.3 Purpose of the study 4
1.4 Research Objectives of The Study 4
1.5 Research Questions 4
1.6 Study Scope 5
1.6.1 Content Scope 5
1.6.2 Geographical scope 5
1.7 Significance of the Study 5
1.8 Conceptual Framework 6
..... 6
CHAPTER TWO 7
LITERATURE REVIEW 7
2.1 Introduction 7
2.2 Stakeholder Theory 7
2.3 Definition of Variables 8
2.3.1 Project Sustainability 8
2.3.2 Social Networking 9
2.3.3 Stakeholder Commitment 10
2.4 Empirical literature on the relationship between Variables 10
2.4.1 Relationship between Social networking and project sustainability. 10
2.4.2 Relationship between stakeholder commitment and project sustainability. 14

2.4.3 The combined contribution of social networking and stakeholder commitment on project sustainability. 18
2.5 Conclusion 18
CHAPTER THREE 20
RESEARCH METHODOLOGY 20
3.1 Introduction 20
3.2 Research Design 20
3.3 Study population and sample 20
3.3.1 Study Population 20
3.3.2 Determination of the Sample Size 21
3.3.3 Unit of analysis 21
3.3.4 Unit of inquiry 21
3.3.5 Sampling method and procedure for unit of analysis and unit of inquiry 22
3.4 Sources of Data and Data Collection Instruments 22
3.5 Operationalization and Measurement of variables 23
3.6 Validity and reliability of the instrument 25
3.6.1 Validity of the instrument 25
3.6.2 Reliability of the instrument 26
3.7 Data analysis and presentation 27
3.8 Ethical considerations 27
CHAPTER FOUR 29
PRESENTATION AND ANALYSIS OF FINDINGS 29
4.1 Introduction 29
4.2 Response rate 29
4.3 Demographic Characteristics of the Sample 29
4.3.1 Distribution by gender age group, education level, respondent's position 29
4.3.2 Distribution by Age of Project, Number of Members, Division, Nature of the Project and Funds Received 31
4.4 Correlation Analysis 33
4.4.1 Relationship between Social Networking and Project Sustainability of Youth Livelihood Projects in Mbarara City. 34
4.4.2 Relationship between Stakeholder commitment and Project Sustainability of Youth Livelihood Projects in Mbarara City. 34
4.5 Regression Analysis 35

CHAPTER FIVE **37**
DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS **37**
5.1 Introduction 37
5.2 Discussion of Results 37
5.2.1 Social Networking and Project Sustainability of Youth Livelihood Projects. 37
5.2.2 Stakeholder Commitment and Project Sustainability. 40
5.2.3 Combined Contribution of Social Networking and Stakeholder Commitment on Project Sustainability 42
5.3 Conclusion 44
5.4 Recommendations 44
5.5 Limitations to the study 45
5.6 Areas of further research 46
References 48
Appendix 1: Questionnaire 57
Appendix 2: Data Collection Introduction letter 62

LIST OF TABLES

Table 1: Operationalization and measurement of variables 23
Table 2:Validity and Reliability Results 26
Table 3:Demographic Characteristics for The Unit of Inquiry 30
Table 4: Descriptive Characteristics for the Unit of Analysis 31
Table 8: Correlation Results 33
Table 9: Regression Results 35

LIST OF ACRONYMS

CVI	Content Validity Index
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
IMF	International Monitory Fund
MGLSD	Ministry of Gender Labour and Social Development
NGOs	Non-Government Organizations
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
YLP	Youth Livelihood Programme

ABSTRACT

The purpose of this study was to establish the relationship between social networking, stakeholder commitment and project sustainability of youth livelihood projects in Mbarara City, and the combined effect of social networking and stakeholder commitment on project sustainability of youth livelihood projects in Mbarara City. Using a cross-sectional research design, a sample of 48 was used out of 49 selected youth livelihood projects in Mbarara City. Data was obtained from the chairperson, secretary and treasurer from each project using a self-administered questionnaire. Validity was determined using expert judgment and Content Validity Index (CVI) and reliability through pretesting and Cronbach Alpha Coefficient. Only 48 projects participated in this study because one of the project's leadership became inaccessible after giving them the questionnaire. Data was analyzed using SPSS, v. 26 and interpreted using descriptive and inferential statistics and the results were presented based on the study objectives. It was established from the study that there was a significant positive relationship between social networking and project sustainability of youth livelihood projects, a significant positive relationship between stakeholder commitment and project sustainability of youth livelihood projects, a twenty seven percent of variation in project sustainability of youth livelihood projects in Mbarara City is caused by combined effect of social networking and stakeholder commitment. It is therefore recommended that there is need to create a strong social network, effective stakeholder commitment, and a sense of belonging among project members to contribute to the long-term success and impact of youth livelihood projects.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter consists of the background to the study, problem statement, purpose of the study, study objectives, research questions, scope of the study, significance of the study and the conceptual framework.

1.1 Background

Development projects provide significant environmental, economic, social development values to society across a range of classifications and tenures, support the delivery of key public services, connect citizens and firms to economic opportunities, and can serve as an important catalyst for economic growth (IMF, 2019). Therefore, the sustainability of development projects is considered an inherent goal (Okeniyi, 2013). Projects sustainability can be defined as the continuation of benefits after major assistance from a patron has been withdrawn (Fielmua, 2011). However, evidence paradoxically points to very low sustainability of youth development projects worldwide. Globally, less than 24% of youth projects normally celebrate their first birthday after discontuity of the funder's resources (Council for European Studies Report, 2020). In Africa sustainability of youth development projects is below 19% (Barnard & Maruru, 2020) and this is one of the major factors that are contributing to over 64% of unemployed youth in Africa (Alado, 2019).

This study was guided by the stakeholder theory by Freeman (1984). The basic idea of this theory is that the project being implemented has relationships with many constituent groups and that it can engender and maintain the support of these groups by considering and balancing their relevant interests (Jones & Wicks, 1999). The theory argues that there are other external constituencies involved, not limited to communities, community groups,

donors, and the public that need to be taken into consideration for the good of project performance.

Literature on sustainability of development projects identified challenges related to information acquisition and learning (Khataza et al., 2018), group leadership Blythe and Harre (2019) and James (2018) and capacity building (Oganga et al., 2017). Review of existing literature suggests that social networking is one of the factors that can boost sustainability of development projects (Kakish and Al-Haddad 2018). Social networks provide access to timely information and referrals to others in the network. They added that timely access to information among others creates a deeper understanding of community needs at the initiation stage of any project practices. This supports the view that ample information at initiation mitigates the possibility of missing quality in the later stages (Matthew, 2018).

Literature also suggests stakeholder commitment as one of the factors that can contribute to project sustainability. Stakeholder commitment increases skills, competency, and experience, needed to boost project sustainability (Shaughnessy, 2020). Stakeholder commitment has also been linked to employee job performance (Olonade & Omotoye, 2020), and motivation (Martínez & Bosque, 2014), stakeholder commitment linked to economic sustainability (Atiku & Lawal, 2021), Gross Domestic Product (GDP) growth in Republic of Kazakhstan (Panzabekova et al., 2019), financial sustainability of Small and Medium Enterprises (SMEs) (Husin & Haron), and business competitive advantage (Dlab, 2014).

Therefore, numerous studies have attempted to study the sustainability of development projects (Khataza and Al-Haddad (2018), Blythe and Harre (2019), (Matthew, 2018). However, most of these studies have been conducted in more developed countries and focusing on non-government funded projects with conditions slightly different from the prevailing conditions in Uganda. This study intended to bring this oversight into view and

examine the sustainability of the development projects in Uganda with a major focus on the Youth Livelihood Programme (YLP) projects funded by the government of Uganda.

The YLP implementation progress report 2021 further indicated that the Youth Livelihood Programme's recovery stood at less than 68 per cent after collecting 26.08 billion shillings out of the 50.5 billion shillings that was due for recovery. This was attributed to closure of businesses started by the youth once they stopped receiving funding from the government at the end of the project period. Also, the Auditor General's report (2021), concluded that Uganda may lose shillings over 28 billion because of low sustainability of youth livelihood projects funded.

1.2 Problem Statement

It is paramount for governments all over the world to put in place projects that are sustainable. In Uganda, the Ministry of Gender, Labour, and Social Development has instituted some mechanisms for sustainability, like skilling the youth, training of project stakeholders, more funds allocation by the central government and its partner organizations, among others (Ministry of Gender, Labour, and Social Development Report, 2021). However, despite such interventions, the sustainability of the YLP projects is still very low (Ejang et al., 2016). Most youth groups that benefited from youth livelihood fund are no longer functional and have failed to pay back the funds. The Mbarara City Development Plan 2020/2021-2024/2025 indicated that 19% ceased activities and 81% of the youth livelihood projects implemented between 2017 and 2020 are experiencing hampered functionality. As a result, these projects are failing to repay the money they borrowed from the Youth Livelihood Programme Fund. If the sustainability of the Youth Livelihood Projects is not revived, it may result into increased poverty and unemployment among the youth in Uganda (World Bank, 2020). The low sustainability of these projects may be attributed to failure to utilize social networking and stakeholder commitment. Therefore, this study tried to explain how

embracing social networking and stakeholder commitment can enhance the sustainability of Youth Livelihood Projects in Mbarara City.

1.3 Purpose of the study

The purpose of the study was to investigate the relationship between social networking, stakeholder commitment and sustainability of youth livelihood projects in Mbarara city.

1.4 Research Objectives of The Study

This study was guided by the following research objectives:

i. To establish the relationship between social networking and sustainability of youth livelihood projects in Mbarara City.
ii. To establish the relationship between stakeholder commitment and sustainability of youth livelihood projects in Mbarara City.
iii. To establish the combined contribution of social networking and stakeholder commitment on sustainability of youth livelihood projects in Mbarara City.

1.5 Research Questions

The study sought to answer the following research questions to achieve the set research objectives:

i. What is the relationship between social networking and sustainability of youth livelihood projects in Mbarara City?
ii. What is the relationship between stakeholder commitment and sustainability of youth livelihood projects in Mbarara City?
iii. What is the combined contribution of social networking and stakeholder commitment on sustainability of youth livelihood projects in Mbarara City?

1.6 Study Scope

1.6.1 Content Scope

The study was limited to social networking, stakeholder commitment and sustainability of youth livelihood projects in Mbarara city. Several studies on stakeholder commitment, social networking and project success have been carried out (Kakish & Al-Haddad, 2018; Matthew, 2018; Shaughnessy, 2020), there are limited studies on the combined contribution and effect of social networking and stakeholder commitment on project sustainability. This study brought out the correlation between stakeholder commitment and social networking and the sustainability of youth livelihood projects in Mbarara City.

1.6.2 Geographical scope

The study focused on youth livelihood projects in Mbarara City because Mbarara City had so far received the highest budget allocation of funds of youth livelihood program amongst the newly formed cities and currently has 64 youth livelihood projects (Ministry Of Gender, Labour and Social Development Report, 2021). The study focused on youth livelihood projects because they contribute towards the wellbeing of the youth (Mbarara City Welfare office Report, 2021).

1.7 Significance of the Study

The findings and recommendations of this study are important in improving the design of similar projects in Mbarara City and Uganda as a whole, after observing that the attributes of stakeholder commitment and social networking both correlated project sustainability.

The findings of the study can contribute towards evidence-based policy making especially for livelihood projects aimed at empowering vulnerable groups by prioritising the attributes of stakeholder commitment and social networking that correlates more with project sustainability.

The findings of the study have added to the body of knowledge for researchers and other scholars by postulating the combined contribution of stakeholder commitment and social networking on project sustainability.

1.8 Conceptual Framework.

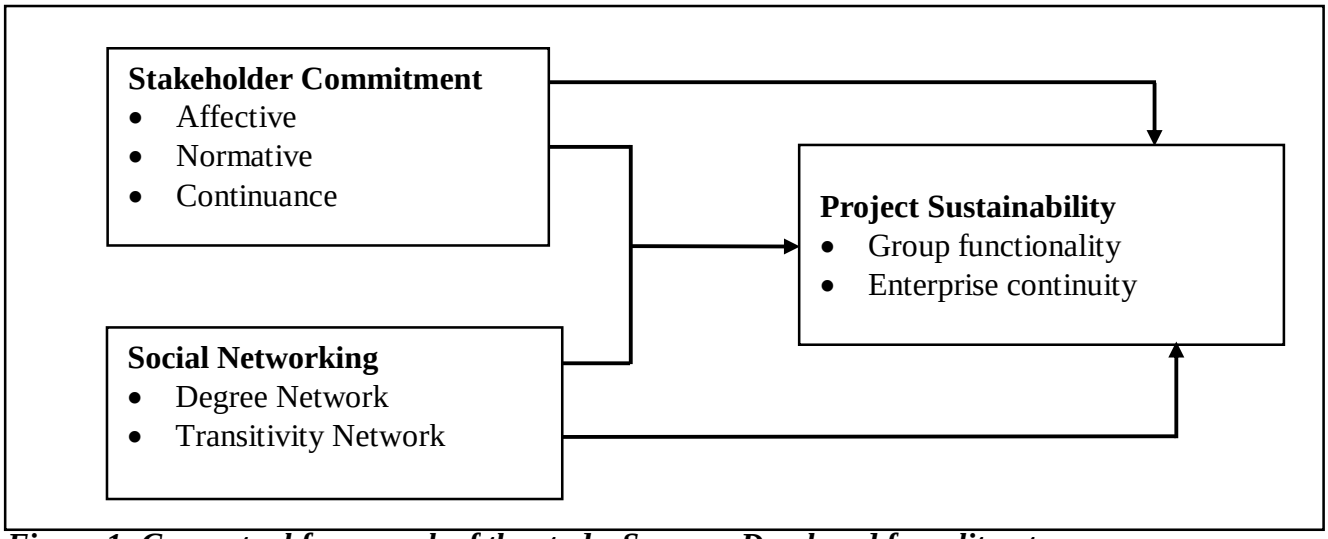


Figure 1: Conceptual framework of the study. Source: Developed from literature (Nangoli, 2011; Imran et al., 2016 ; Wasilwa, 2015; Mugabi, 2018)

The conceptual framework in figure 1 above shows social networking and stakeholder commitment as the independent variables and project sustainability as the dependent variable. As displayed in the model, improved stakeholder commitment through affective, continuance and normative commitment, there is a likelihood of project sustainability. Also, when social networking in terms of degree network and transitivity network is enhanced, there is a likelihood of project sustainability. Thus, the study sought to test the direct relationship between i) social networking and project sustainability, ii) stakeholder commitment and project sustainability and iii) the combined effect of stakeholder commitment, and social networking on project sustainability.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter consists of the theoretical review, and the review of literature in relation to the conceptual framework and the study variables.

2.2 Stakeholder Theory

This study adopted the stakeholder theory by Freeman (1984). The basic idea of stakeholder theory is that the project being implemented has relationships with many constituent groups and that it can engender and maintain the support of these groups by considering and balancing their relevant interests (Jones & Wicks, 1999). The theory argues that there are other external constituencies involved, not limited to communities, community groups, donors, and the public that need to be taken into consideration for the good of project performance. During the implementation of the project, each stakeholder attributes power, urgency, and legitimacy. Power and urgency must be attended to if managers are to serve the legal and moral interests of legitimate stakeholders. Stakeholder theory thus contains methods for identifying and managing stakeholders. It recommends that to harmonize all different stakeholders' interests during project implementation, management must maintain social interactions to build social networks with stakeholders directly or indirectly so that they take part in the implementation of the project. Stakeholder theory has been applied to several studies to explain project sustainability. Stakeholder theory identifies social networks as a factor that can improve project sustainability. Social networks refer to a collection of individuals linked together to achieve common project goals and are measured in terms of degree and transitivity networks (Nangoli, 2011). Kamalirad et al., (2017) add that socialization calls for networking between the project management teams and other stakeholders, which results in social capital for the successful implementation of the project.

Awan and Anjum (2015) added that social networks promote open communication, collaborative decision making, regular feedback, and timely resolution of conflict and enhance the flow of new ideas and strengthen work relationship, which can have a positive effect on employee morale and project performance. The network can be used to determine the social capital of individual actors, which may be translated into project sustainability (Ntayi et al., 2010). Theory also suggests stakeholder commitment as one of the factors that can enhance project sustainability. According to Maltin (2011), commitment is a force that binds an individual to a course of relevance to a particular target. Commitment is believed to be the strength for success in the stakeholders' acceptance of project values and goals and their loyalty to the project which is reflected by their continual desire to remain in the project activities, and this is what binds the stakeholder to the project (Tolentino, 2013). Thus, stakeholder commitment can be used as a driving force for project performance, whereby the interest will stem from the stakeholders' behaviour and the desirable work outcomes resulting from the commitment (Saudi, 2014).

2.3 Definition of Variables

2.3.1 Project Sustainability

Projects are temporary endeavors undertaken to produce specific objectives within a given time and at a specified cost (Chesiyna & Wanyoike, 2016; Megh, 2020). Sustainability is the ability of a project to maintain its operations, services, and benefits during its projected lifetime (Onah et al., 2013). However, others must have conceptualized project sustainability differently but given the nature and dimension of this study, project sustainability is looked at in terms of group functionality and enterprise continuity (Ministry Of Gender, Labour and Social Development Report, 2021). This is because the funds for these projects are directed through groups to get the projects implemented. Sustainability will be enhanced if the groups are functional, their enterprises continue registering improved earnings to repay the loans

advanced to them and continue to maximize the benefits of the project (Mugabi, 2018). Therefore, the term project sustainability entails the continuation of benefits after major assistance from a donor has been completed. It is considered as the ability of a project to maintain its operations and services after the completion and handover of the project to the community, until its projected lifetime (Dumrak et al., 2015). This may show up in terms of group functionality and enterprise continuity/business sustainability. Enterprise continuity can be defined as building and improving resilience to enable group enterprises to continue yielding benefits even after phasing out of external support. Group functionality is defined as the ability of the group to remain functional and continue taking responsibility to enable the enterprise to stay on course in whatever challenges it is faced with even after the external financial support has ended (Atkinson, 2017).

2.3.2 Social Networking

Harary & Kommel (2016), defined social networks as a web where direct or indirect social relationships surround the individuals. Castillo et al (2016), alludes that those social networks are relationships amongst societies. However, social networks can also be referred to as a collection of individuals linked together by a set of relations. Matthew (2018), defines social networking as sets of people, organizations, or other social entities, connected by a set of socially meaningful relationships, such as friendship, co-working or information exchange, and interactions to better achieve desired outcomes, by sharing expertise, resources, and information. Social networking is measured in terms of Degree and Transitivity (Ahimbisibwe & Tusiime, 2012). Social network degree refers to the number of social ties the project has (Birgir, 2017). According to Moran (2019), network transitivity is defined as the likelihood that two of a persons' contacts are connected to each other and how it is translated into high trust among members. The establishment, development, defense, and

maintenance of network positions are done by developing multiple relationships in the focal net (Dekker & Krackhardt, 2017).

2.3.3 Stakeholder Commitment

According to Maltin (2011), commitment is a force that binds an individual to a course of relevance to a particular target. Stakeholder commitment is therefore a state in which the stakeholder identifies with a particular project and its goals and wishes to maintain membership in the project (Sun, 2016). Nangoli et al., (2013) defined stakeholder commitment as a state of mind that holds project stakeholders in some line of behavior and includes psychological factors that force individuals to act aimed at setting and achieving project objectives. Manata et al., (2021) suggested that commitment indicates the degree to which a stakeholder identifies with the project and wants to continue actively participating in it (Zhu et al., 2021). Project stakeholder commitment can be defined using three constructs; continuance commitment, affective commitment; and normative commitment (Nangoli et al., 2013). Continuance commitment refers to the strength of a stakeholder's desire to remain working and associated with a given project, affective commitment refers to the strength of a stakeholder's desire to continue working on a project because they agree with its underlying goals and values while normative commitment refers to a stakeholder's feelings of obligation to stay on a project because of pressures from others, and concern about what others would think about one's leaving (Nangoli et al.,2013).

2.4 Empirical literature on the relationship between Variables

2.4.1 Relationship between Social networking and project sustainability.

Stakeholder theory emphasizes the importance of engaging with and managing the needs and interests of all stakeholders in an organization, including those within social networks. A high degree and transitivity network can increase the effectiveness of stakeholder engagement and management, leading to better project sustainability outcomes (Cerne & Stritar, 2019). A

high degree network can lead to improved group functionality by facilitating communication and collaboration among group members. Increased communication and collaboration can enhance the effectiveness of the group in achieving its goals and objectives, ultimately contributing to project sustainability (Contractor et al., 2018). A high degree network can increase the resilience of an organization to internal or external disruptions by providing a larger pool of resources and expertise to draw upon in times of crisis. This can help to ensure the continuity of the enterprise, which is crucial for achieving long-term project sustainability (Choumert-Nkolo & Combes Motel, 2020). A high transitivity network can enhance group functionality by promoting trust and cooperation among group members. Trust and cooperation can improve communication and collaboration, leading to more effective decision-making and problem-solving, which ultimately contribute to project sustainability (Yu et al., 2020). A high transitivity network can increase the resilience of an organization by promoting a sense of shared purpose and commitment among group members. This can help to ensure the continuity of the enterprise, which is crucial for achieving long-term project sustainability (Groshek & Ling, 2019). A high degree and transitivity network can facilitate knowledge sharing among group members, promoting innovation and creativity. This can lead to the development of new products, services, and processes that contribute to project sustainability (Luukka & Hämäläinen, 2019). Social networking can facilitate the exchange of ethical principles and values, contributing to the development and implementation of ethical policies and practices. This can enhance the long-term sustainability of the project by promoting ethical behavior and decision-making (Stenmark & Ohlsson, 2019). A high degree network can facilitate group learning by promoting the exchange of knowledge and expertise among group members. Group learning can enhance the effectiveness of the group in achieving its goals and objectives, ultimately contributing to project sustainability (Li & Liang, 2019).

Social networks provide the shared maintenance necessary to calm down high-stress levels and enable achievement of not only timely but also quality outputs (Friedkin, 1993). This can result in enterprise continuity. Wang et al., (2020) added that social networks improve team performance because it harmonizes individual interests, and this can hence improve group functionality. Social networking is perceived as a useful means of achieving intended social targets like providing social support (Arranz & Arroyabe, 2019). Birgir (2017) studied social networking in project success. The study concluded that social support is pertinent during implementation given that every project success is characterized by the need to beat deadlines, which most times puts pressure on the project team, this can foster group functionality.

Castillo et al., (2016) studied social networks and performance of construction projects in USA. The study established a positive relationship between social networks and project performance. The study concluded that people with high transitivity enjoy deeper and more trusting relationships amongst themselves while those with low transitivity are not deeply engaged amongst themselves. Dekker and Krackhardt (2017) added that social networks act as a vehicle for quickly and easily getting the project message to the intended audience which may improve group functionality and enhance project awareness and the organization's public image at large resulting in enterprise continuity. Arranz and Arroyabe (2019) studied network effect on the performance of joint research and development projects in Madrid, Spain. The study concluded that firms join other institutions (companies, research centers, universities, and so on) not only at a local but also at a national and international level, to develop a technological project that can positively influence competitiveness. Therefore, in relation to project management, once there is social networking such as sharing knowledge, simple and advanced technology, project sustainability can be enhanced.

According to Kakish and Al-Haddad (2018), social networks provide access to timely information and referrals to others in the network. They added that timely access to information among others creates a deeper understanding of community needs at the initiation stage of any project development, this may enhance enterprise continuity. This supports the view that ample information at initiation mitigates the possibility of missing quality in the later stages because of inadequate project planning (Matthew, 2018). Dussauge and Garrette (1999) posit that the coordination of two or more partners in finding the right partner goal conflicts, lack of trust and understanding, cultural differences and so on, mean that the choice of partners is a key issue in the in-project management and supplements group functionality.

Ahimbisibwe and Tusiime (2012) studied the mediating effects of degree networks and transitivity networks on the relationship between project communication strategies and perceived project performance. The study posits that in a social network, entities with a high degree of centrality enjoy more collaborations than those with a lower degree, hence enhancing project sustainability. Ntayi et al., (2010) carried out a study in Uganda on contractual governance mechanisms, dynamic capabilities, transactional specific relationships, and supplier performance. Collaborations improve performance through enabled resource acquisition. This implies that Project teams can cheaply source new and vital information through collaborations with various nodes on their social networks which may result in project sustainability. Fedorowicz (2014) also reported a strong positive correlation between social networking and acquisition of project resources, which account for better project performance and hence project sustainability. Particularly, collaborations create perceived fairness in exchanges thereby reducing transaction costs which may improve group functionality. Blanas et al., (2011) also are proponents of this view. They say that teams where all members relate to friendship, relationships experience high levels in

communication and collaboration which may result in project sustainability. They also agree that social networks with several strong connections are related to winning teams.

Project implementation involves the cost of discovering who it is that one wishes to deal with, informing people that one wishes to deal and on what terms, conducting of negotiations among others which is cheaply and quickly achieved through social networks (Arranz & Arroyabe, 2019). Burt (2001) argues that social networks provide access to timely information and referrals to others in the network. He adds that timely access to information among others creates a deeper understanding of community needs at the initiation stage of any project development. This supports the view that ample information at initiation mitigates the possibility of missing quality in the later stages because of inadequate project planning. However, from stakeholder theory, social networks mean bringing more people on board who may have conflicting interests against project sustainability in terms of group functionality and enterprise continuity (Freeman, 1984).

2.4.2 Relationship between stakeholder commitment and project sustainability.

Continuance commitment can enhance enterprise continuity by promoting retention of skilled employees and reducing turnover. This contributes to project sustainability by ensuring the availability of key resources and expertise within the organization (Ahmad, Yasin, Razalli, & Wahid, 2019). Affective commitment can promote group functionality by fostering a sense of loyalty and attachment among group members. This can improve communication and collaboration, leading to more effective decision-making and problem-solving, ultimately contributing to project sustainability (Singh, Bhowmick, & Parikh, 2018).Normative commitment can promote ethical behavior and decision-making, contributing to the long-term sustainability of the project. By promoting a shared sense of values and principles, normative commitment can ensure that the organization operates in a socially responsible and sustainable manner (Zeng, Li, & Ding, 2019).Affective commitment can promote enterprise

continuity by fostering a sense of loyalty and commitment to the organization among employees. This can help to ensure the availability of key resources and expertise within the organization, contributing to project sustainability (Al-Siyabi, McGuire, Al-Mahrouqi, & Al-Hashmi, 2019).

Normative commitment can enhance group functionality by promoting a shared sense of purpose and commitment among group members. This can improve communication and collaboration, leading to more effective decision-making and problem-solving, ultimately contributing to project sustainability (Ogunbode, Babalola, & Ogunbode, 2020).

Continuance commitment can enhance group learning by promoting retention of key employees and expertise. This can help to ensure the availability of knowledge and expertise within the organization, contributing to project sustainability (Yuan, Liu, & Li, 2021).

Affective commitment can promote group learning by fostering a sense of loyalty and attachment among group members. This can enhance communication and collaboration, leading to more effective knowledge sharing and innovation, ultimately contributing to project sustainability (Lee & Lee, 2021).Normative commitment can promote the development and implementation of ethical policies and practices, contributing to the long-term sustainability of the project. By promoting a shared sense of values and principles, normative commitment can ensure that the organization operates in a socially responsible and sustainable manner (Naeem & Saif, 2021).

According to Sekou et al., (2019), stakeholders can and do develop commitments towards targets such as their projects, coordinators and work groups, and goals, and these commitments have consequences for organizationally relevant outcomes which may enhance enterprise continuity. Zhu et al., (2021) further assert that interests of stakeholders need to be dealt with to support sustainability of project deliverables since stakeholder input can lead to higher levels of stakeholder commitment throughout the project life. According to Meyer and

Allen (2002), stakeholder involvement leads to increased affective commitment where stakeholders adopt the project's goals as their own and, therefore, desire to remain with the organization to help it achieve its goals.

The success of a project is largely dependent on the appropriate management and commitment of diverse stakeholders. This is because stakeholders have a strong power position and major influence on projects due to their political responsibility, financial resources, authority, skills, and expertise (Silvius & Schipper, 2020). Dwivedi and Dwivedi (2021) postulate that stakeholders with strong affective commitment remain with the project because they want to, and they attach strong belief in and acceptance of the project's goals and values. They added that it is crucial and very substantial for a project manager to acquire stakeholder management skills that will demonstrate and address the communication requirements of the stakeholders. Effective stakeholder commitment in a project increases collaboration between stakeholders, mitigates the likely negative impacts and increases group functionality (Wijethilake & Lama, 2018).

Kamassi et al., (2020) studied the identity and role of stakeholders in the medical tourism industry, they concluded that stakeholders with strong continuance commitment remain attached to the project because they need to, and they are willing to exert a considerable effort on behalf of the organization, hence promoting both group functionality and enterprise continuity. Stakeholders with strong normative commitment remain in the project because they feel they ought to, due to their strong loyalty to the project (Lohrey, 2020). Stakeholder engagement further provides opportunities to further align business practices with societal needs and expectations, helping to drive long-term sustainability in terms of enterprise continuity (Cvijovi et al., 2021). For a project to be successfully implemented, the interests, influence, and contributions of these stakeholders must be recognized. Without meaningful stakeholder commitment and engagement, a project is not likely to succeed because group

functionality will be dismantled (Bahadorestani et al.,2020). Manata et al., (2021) also notes that stakeholders who have high levels of role contribution can reciprocate in the form of greater affective commitment to the organization leading to increased performance and thus sustainability. Fielmua (2011) asserts a strong willingness of stakeholders to carry out project activities influences their expectations and perceptions towards the project, and this leads to emotional attachment of these stakeholders to the interests of the project and willingness to achieve the project goals. Identifying and getting to know stakeholders early means that we can involve the right people while implementing the project and throughout the project for them to be committed to project objectives, to achieve desired outcomes and sustainability of the project. Stakeholder commitment in project implementation is one of the most important exercises in managing projects.

Project managers during the implementation stage facilitate the coordination of people, efficient utilization of resources and effective evaluation of risks to carry out the established project plan (Madeeha & Imran, 2014). For instance, Manata et al., (2021) mentioned that stakeholder commitment in project implementation is necessary to transform the planned programs and objectives of a project into realistic well-structured tasks and activities to achieve the project goals. According to Odenyo and James, (2018), the performance of development projects is largely dependent on the attitudes of different stakeholders. Hence, during the implementation, if key stakeholders of the project are not committed to adequately execute their responsibilities, it will adversely impact the overall project performance. Imran et al. (2016) mentioned that the stakeholder's commitment is highly important to project success, and therefore taking account of their claims and interests during the project implementation stages is largely required to achieve project objectives. In addition, as reported by Odenyo and James, (2018), practicing an appropriate stakeholder commitment in project implementation will make it easier to manage their needs and anticipate risks that may

have possible influence on project success. From the stakeholder theory, it should also be noted that stakeholder commitment to project may not result into project sustainability because of possibility of conflicting interests (Freeman, 1984). In most cases stakeholders may be committed to the project but focusing on individual personal interests.

2.4.3 The combined contribution of social networking and stakeholder commitment on project sustainability.

Several studies have been carried out on social networking, stakeholder commitment and project sustainability but in isolation of each other. For instance, Wijethilake and Lama (2018) studied sustainability core values and sustainability risk management, the study concluded that stakeholder commitment predicted 24% in project sutainability. Also, outside sustainability Ahimbisibwe and Nangoli (2013) found out social networks predicted 0.451 in perceived project success and combined with individual commitment and project communication contributed 69.7% in variations of perceived project success. However, there is limited literature, on what value may be enjoyed if both factors are combined in project management. Since stakeholder theory suggests that both social networks and stakeholder commitment influence project sustainability individually (Downes, 2005; Scott 2000), then there is possibility. That both variables once combined may jointly contribute to project sustainability. Hence this study aims at establishing the combined contribution of social networks and stakeholder commitment on project sustainability.

2.5 Conclusion

From the literature review, several researchers seemed not to have derived their research into the relationship between social networking, stakeholder commitment and project sustainability in Mbarara City. However, this research tried to bring out clearly the correlation between social networking, stakeholder commitment and project sustainability in

Mbarara City, and the conclusions were confirmed after empirical evidence was obtained from the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was used to collect and analyze data for the study. It covers the research design, study population, sampling design, and sample size, sources of data, data collection instrument, measurement of variables, data analysis and presentation.

3.2 Research Design

A cross-sectional survey design was adopted for this study. In a cross-sectional study, a particular phenomenon is studied at a particular period. Cross-sectional designs are suitable for studies aimed at finding out the prevalence of a phenomenon, situation, problem, or attitude, by taking a cross-section of the population at a given time. Cross-sectional studies are relatively inexpensive, quick, and easy to carry out, useful for generating and clarifying hypothesis and can lay the groundwork for decisions about future follow up studies (Saunders et al., 2009). A Quantitative approach was used in the study. Quantitative methods are objective approaches to data collection used to quantify the problem by way of generating numerical data or data that can be transformed into usable statistics (Amin, 2005). In this study, the quantitative approach was used because it allowed the researcher to solicit more information to that was quantified (Mugenda & Mugenda, 1999).

3.3 Study population and sample

3.3.1 Study Population

The study population comprised of 56 youth livelihood projects that received money at the end of 2017 (Mbarara City Community Welfare Report, 2022). The study focused on ongoing projects because it helped to capture the current dynamics in project management. Mbarara City was considered for this study because it had so far received the highest budget

allocation of funds of youth livelihood program amongst the newly formed cities and it had 56 youth livelihood projects (Ministry Of Gender, Labour and Social Development Report, 2021).

3.3.2 Determination of the Sample Size

Based on the population of 56 Youth Livelihood Projects, the sample size for this study was 49 livelihood projects as determined Krejcie and Morgan's formula (1970) for sample size determination, n = N / (1 + N(e^2)

where: n = sample size

N = population size

e = margin of error (confidence level 95%)

A 95% confidence level is used in this study since it provides a high level of confidence while allowing for a smaller sample size. This means that if the study was to be repeated multiple times, you can expect the sample estimate to fall within the confidence interval in 95% of the cases.

N= 56 / (1 + 56(0.05^2) =49

3.3.3 Unit of analysis

Youth livelihood projects were the unit of analysis. The study focused on youth liveholihood projects because they contribute towards the wellbeing of the youth (Mbarara City Welfare office Report, 2022).

3.3.4 Unit of inquiry

In this regard, the respondents included the Chairperson (1) Secretary (1) and Treasurer (1) per project. These are the key people involved in the direct management and implementation of group projects. Therefore, the researcher targeted 147 (49*3) respondents from whom the primary data was collected using structured questionnaires that were designed and delivered

physically to the respondents. This permitted respondents time to consider their responses carefully without interference and responses were standardized.

3.3.5 Sampling method and procedure for unit of analysis and unit of inquiry

The simple random sampling method was used to select the projects from the population. Specifically, a lottery method was employed to select the number of projects to ensure representativeness whereby the names of the projects were written on small pieces of paper (56 pieces), each paper was then folded and put in a box from which the researcher picked randomly one at a time without replacement after every shuffling till the required number of 49 was reached. According to Lavrakas (2008), in sampling without replacement, each sample unit of the population has only one chance to be selected in the sample and sampling without replacement is less costly and timesaving. Also, purposive sampling was used to select 3 respondents per project because it helps the researcher to select respondents with important information for the study concerning project success and sustainability.

3.4 Sources of Data and Data Collection Instruments

Primary data was the main data source for this study. An advantage of using primary data is that researchers are collecting information for the specific purposes of their study. Data was collected using a self–administered structured close-ended questionnaire, because it helped the researcher to reduce the cost of data collection in research (Lavrakas, 2008). The questionnaire was rated using a 6–point Likert scale. The six-point scale encourages participants to consider the question more carefully and make a choice that either leans positively or negatively (Sorrel, 2010). The questionnaire was divided into major sections to address specifically every variable in the model. These included demographic characteristics, stakeholder commitment, social networking, and project sustainability.

3.5 Operationalization and Measurement of variables

The questionnaire was developed using dimensions for stakeholder commitment, social network and project sustainability measured, developed, and tested by previous scholars namely social networking Nangoli (2011), Stakeholder commitent Allen and Meye (1990) and project sustainability Dumrak et al., (2015). The indicator variables of stakeholder commitment, social network and project sustainability were anchored on a six-point scale and varied as presented in table 1. Common methods bias arising from use of the same scale for all the study variables was reduced by avoiding ambiguity of questions and keeping them as simple and specific as possible (Podsakoff, et al., 2003). The six- points Likert scale offers options for extremely satisfied, very satisfied, somewhat satisfied, somewhat dissatisfied, very dissatisfied, and extremely dissatisfied. Therefore, the six- points Likert scale encourages participants to consider the question more carefully and make a choice that either leans positively or negatively (Thompson, 2018).

Table 1: Operationalization and measurement of variables

Global Variable	Dimensions	Operationalization	Measurement	Sample Questionnaire Items
Social Network	network transitivity	defined as the likelihood that two of a persons' contacts are connected to each other and how it is translated into high trust among members Moran (2019).	Respondents' mean score of 8 items included in the questionnaire on a 6-point scale.	Community leaders welcomed our project
	Social network degree	refers to the number of social ties the project has (Birgir, 2017))	Respondents' mean score of 5 items included in the questionnaire on a 6-point scale.	Stakeholders are fully aware of the project that we are involved in
Stakeholder commitment	normative commitment	refers to a stakeholder's feelings of obligation to stay on	Respondents' mean score of 6 items included in the questionnaire on a	I feel I have an obligation to remain part of this

		a project because of pressures from others, and concern about what others would think about one's leaving (Nangoli et al.,2013)	6-point scale.	project
	Continuance commitment	refers to the strength of a stakeholder's desire to remain working and associated with a given project (Nangoli et al.,2013	Respondents' mean score of 8 items included in the questionnaire on a 6-point scale.	Too much in my life would be disrupted if I decided to leave this project now
	Affective commitment	means the strength of a stakeholder's desire to continue working on a project because they agree with its underlying goals and values (Nangoli et al.,2013	Respondents' mean score of 8 items included in the questionnaire on a 6-point scale.	I feel a strong sense of belonging to my project
Project Sustainability	Group functionality	defined as the ability for the group to remain functional and continue taking responsibility to enable enterprise to stay on course in whatever challenges it is faced with even after the external financial support has ended (Atkinson, 2017).	Respondents' mean score of 6 items included in the questionnaire on a 6-point scale.	The project members explore new avenues for financial support
	Enterprise continuity	Refers to building and improving resilience to enable group enterprises to continue yielding benefits even after phasing out of external support.	Respondents' mean score of 5 items included in the questionnaire on a 6-point scale.	The group project is positively impacting on the community

3.6 Validity and reliability of the instrument

Both validity and reliability tests were conducted for the data collection (questionnaire) that was used in this study. The results from these tests are presented in Table 2.

3.6.1 Validity of the instrument

Validity refers to whether an instrument measures what it was designed to measure, and it is one way of trying to ensure that the measurement error is kept to a minimum (Field, 2009). The data collection instrument was checked for both validity and reliability as measures for data quality control. Validity was determined using expert judgment and content validity index (CVI). Expert judgment involved presenting the draft questionnaire to the supervisors and other personnel who were perceived as knowledgeable in project sustainability issues seeking their comments in relation to the understandability of the items presented in the instrument. Subsequent adjustments to the instrument were made based on the advice obtained from the experts. Using CVI involved re-drafting a sizable number of questionnaires with binary responses of "relevant" or "not-relevant" which were presented to specific people who were deemed knowledgeable about the subject matter purposes of establishing content validity. Their results were used to compute the CVI to check whether they meet the minimum threshold of 0.7 upon which the instrument qualified as valid (Amin, 2005). The results of the CVI which were obtained are presented in Table 2.

Table 2 indicates that the CVI for social networking, stakeholder commitment and project sustainability were above the acceptable threshold of 0.7. These results implied that the items contained in the questionnaire were good enough to measure the constructs under which they were presented. Accordingly, it is conclusive that the instrument used in the study was good enough to be used for data collection.

3.6.2 Reliability of the instrument

Reliability refers to an instrument's capacity to yield consistent and dependable results. In essence, a method can be deemed reliable if it consistently produces the same outcomes when repeated. The reliability test serves as a critical indicator of the extent to which an instrument is devoid of bias and free from errors. Consequently, it assures that measurements remain consistent both over time and across the various items within the instrument.

To ascertain the reliability of the instrument, a two-pronged approach was adopted. Initially, pretesting was carried out to gauge the instrument's effectiveness, with the calculation of the Cronbach Alpha Coefficient serving as a key metric. After the questionnaire was meticulously designed, it was distributed to a sample of five individuals who are experts in project management. This step aimed to gauge the consistency of feedback received, enabling the researcher to refine and modify questions to ensure they could be consistently interpreted across multiple questionnaire trials.

Furthermore, following the actual data collection in the field, the researcher computed the Cronbach Alpha Coefficient once again. This step sought to confirm the reliability of the instrument based on the field results. Typically, an instrument is considered reliable when the results of the studied variable surpass the 0.70 threshold, as suggested by Nunnally and Bernstein (1994). The findings regarding instrument reliability are detailed in Table 2 for reference.

Table 2:Validity and Reliability Results

Variables	CVI	Cronbach's alpha	No. of items
Social networking	0.846	0.870	11
Stakeholder commitment	0.863	0.786	19
Project sustainability	0.909	0.850	10

Source: primary data, 2023

The results in Table 2 reveal that the Cronbach Alpha coefficients calculated for social networking, stakeholder commitment, and project sustainability all exceeded the minimum threshold of 0.7. In simpler terms, respondents consistently and reliably responded to the items presented in the instrument. This consistency suggests that the findings obtained were robust and dependable, thus warranting their use for drawing conclusions and formulating recommendations with confidence.

3.7 Data analysis and presentation

Data obtained from the field was sorted, cleaned, and edited accordingly before being captured in statistical package for social scientists (SPSS, v. 26) for analysis. The researcher conducted parametric tests including normality, kurtosis, skewness, confirmatory factor analysis to ensure that the data was good enough. Results were presented using a frequency table and inferential statistics. The frequency table was used to present results related to demographic characteristics and interpreted using percent values. Inferential statistics comprised correlation analysis and regression analysis. Correlation analysis was used to examine the nature of the relationship between studied variables (positive, negative). This model was applied to objective one and objective two. Regression analysis was used to address objective three of the study. This model was purposed to examine the predictability of studied variables towards the dependent variable. The analysis was also used to ascertain the variables in particular which predict the dependent variable as well as ranking variables according to their predictive power. The results are presented in Chapter 4.

3.8 Ethical considerations

When conducting this study, specific ethical considerations were strictly adhered to. Initially, data collection only commenced after full university approval of the research proposal. Subsequently, strict confidentiality was assured to all participating respondents. The study's

instrument excluded sensitive data like names and phone numbers. Moreover, participation was entirely voluntary, without any incentives to influence the decision to participate.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF FINDINGS

4.1 Introduction

This chapter is comprised of the presentation and analysis of findings. It includes descriptive statistics, factor analysis, correlation analysis and regression analysis. These show the results as tested by the objectives of the study which were:

i. To establish the relationship between social networking and sustainability of youth livelihood projects in Mbarara City.
ii. To establish the relationship between stakeholder commitment and sustainability of youth livelihood projects in Mbarara City.
iii. To establish the combined effect of social networking and stakeholder commitment on sustainability of youth livelihood projects in Mbarara City.

4.2 Response rate

Data was analyzed at the project level. The sample size was 49 projects. Data was collected from only 48 projects which participated in this study. Three respondents filled the questionnaire per project. Out of the 147 respondents anticipated in the study, a total of 144 respondents fully filled and returned the questionnaire giving a response rate of 98%.

4.3 Demographic Characteristics of the Sample

This section presents information about the demographic characteristics of the respondents of the study. The demographic characteristics of the respondents analyzed included gender, age, education level and position of the respondent in the project. Those for the projects included age of project, number of members, division, nature of the project and funds received.

4.3.1 Distribution by gender age group, education level, respondent's position

The results in table 3 below highlight the respondents' background characteristics.

Table 3:Demographic Characteristics for The Unit of Inquiry

Demographics	Item	Frequency	Percent
Gender	Male	98	68.1
	Female	46	31.9
Your age group	18-23 years	122	84.7
	24-28 years	22	15.3
Your highest level of education	Secondary	16	11.1
	Certificate	88	61.1
	Diploma	35	24.3
	Bachelor's Degree and above	5	3.5
Position of the respondent	Chairperson	48	33.3
	Treasurer	48	33.3
	Secretary	48	33.3
	Total	**48**	**100.0**

Source: primary data, 2023

Table 3 findings reveal that 68.1% of respondents were male, with the remaining 31.9% being female, indicating a higher male involvement in YLP projects within Mbarara City. This gender disparity likely contributed to the greater availability of male participants in this study.

Additionally, the data in Table 3 highlights that most respondents fell within the 18-23 age group (84.7%), while a smaller proportion were aged between 24-28 (15.3%), but all respondents were under 30, categorizing them as youth participants. This therefore means that all respondents were youths.

Furthermore, the results from Table 3 show that the majority held certificates (61.1%), followed by diploma holders (24.3%), secondary school leavers (11.1%), and the smallest group were degree holders (3.5%). This underscores that the respondents primarily represented the youth demographic and that a significant portion had not pursued university

education, aligning them with the YLP's target demographic since they had not been able to progress financially in their lives, therefore, the respondents were relevant to this study.

To ensure the relevance of the study, it was crucial to ascertain whether respondents actively participated in various projects. The results indicate an equitable distribution among respondents serving as chairpersons, secretaries, and treasurers (33.3% each), highlighting their roles as key decision-makers within these projects. This underscores their relevance to the study's objectives.

4.3.2 Distribution by Age of Project, Number of Members, Division, Nature of the Project and Funds Received

The results in table 4 below highlight the projects' background characteristics.

Table 4: Descriptive Characteristics for the Unit of Analysis

Category	*Item*	*Frequency*	*Percent*
Age of the project	Above 7years	48	100.0
	14-20 members	11	22.9
Number of Members	21-26 members	5	10.4
	27-33 members	10	20.8
	34 members and above	22	45.8
Division	Kakoba	6	12.5
	Kamuzi	19	39.6
	Nyamitanga	5	10.4
	Biharwe	7	14.6
	Kakiika	3	6.3
	Nyakayojo	8	16.7
Nature of the project	Farming	2	4.2
	Animal keeping	1	2.1
	Brick laying	5	10.4
	Poultry	7	14.6
	Bodaboda (motorcycle transport)	13	27.1

	Salon	5	10.4
	Trading	5	10.4
	Metal Fabrication	4	8.3
	Photo Videography	1	2.1
	Event Management	1	2.1
	Bakery	2	4.2
	Shoe Making	2	4.2
Funds Received	7,000,000-9,000,000/=	23	47.9
	10,000,000/= and above	25	52.1
	Total	***48***	***100***

Source: primary data, 2023

Table 4 reveals that all 48 sampled projects had been established for over 7 years (100.0%) at the time of this study, showcasing their durability. This extensive project history ensured that all respondents possessed substantial experience in managing diverse projects, from novices to experts.

Additionally, the results in Table 4 demonstrate that most projects had 34 members or more (45.8%), followed by those with 14-20 members (22.9%), 27-33 members (20.8%), and a minority with 21-26 members (10.4%). All these groups met the YLP program's requirement of having at least 10-15 members per group.

Furthermore, Table 4 shows that most projects received funding exceeding 10,000,000 shillings (52.1%), with a minority receiving between 7,000,000 and 9,000,000 shillings (23.9%). This indicates that most youth support projects received substantial financial backing from the YLP programme.

Regarding the types of projects, Table 4 indicates that most were in Bodaboda business (27.1%), followed by poultry farming (14.6%), bricklaying, trading, and salon businesses (10.4% each), metal fabrication (8.3%), bakery, farming, and shoe making (4.2% each), while

a minority engaged in animal keeping, event management, and photo videography (2.1% each). The findings indicate that most of the projects were engaged in service-related businesses and very few in manufacturing such as shoe making and metal fabrication. This means that these projects do not require huge capital to start unlike the case of heavy manufacturing. Furthermore, these findings point to the dangers that youth livelihood project performance are faced with regarding competition from well-established organizations in the market.

Lastly, Table 4 illustrates that most projects were in Kamukuzi division (39.6%), followed by Nyakayojo (16.7%), Biharwe (14.6%), Kakoba (12.5%), Nyamitanga (10.4%), and a minority in Kakiika (6.3%). This distribution aligns with the city's population distribution, with Kamukuzi division being the most populous and Kakiika the least populated.

4.4 Correlation Analysis

Pearson Correlation Analysis was used herein to examine the casual relationship between the studied variables. Results were interpreted based on the correlation (r) value obtained. The results are presented in Table 8 below.

Table 5: Correlation Results

	1	2	3	4	5	6	7	8	9	10
Transitivity network (1)	1									
Degree network (2)	-0.04	1								
Social Networking (3)	.872**	.456**	1							
Affective (4)	0.02	0.1	0.07	1						
Normative (5)	.633**	-0.1	.538**	0.065	1					
Continuence (6)	-0.02	-0	-0.03	0.026	-0	1				
Stakeholder Commitment (7)	0.14	0.05	0.15	.814**	0.27	.559**	1			
Group functionality (8)	0.11	0.21	0.21	.384**	-0.19	0.06	.291*	1		
Enterprise continuity (9)	.890**	-0.1	.767**	0.1	.542**	-0.02	0.186	0.16	1	
Project Sustainability (10)	.459**	0.16	**.487****	.366*	0.06	0.04	**.323***	.915**	.548**	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

4.4.1 Relationship between Social Networking and Project Sustainability of Youth Livelihood Projects in Mbarara City.

Based on the findings in Table 8, social networking exhibits a significant and positive association ($r=.487$, $p<.01$) with the sustainability of youth livelihood projects in Mbarara City. This implies that enhancing social networking within these projects correlates with improved sustainability. The p-value below 0.01 ($p<.01$) confirms the statistical significance at a 99% confidence level, indicating that this relationship isn't random. This outcome suggests that as social networking activities increase, project sustainability tends to strengthen, emphasizing the potential positive impact of stakeholder engagement in project-related social networking on its long-term viability and success.

4.4.2 Relationship between Stakeholder commitment and Project Sustainability of Youth Livelihood Projects in Mbarara City.

Table 8's findings reveal a positive correlation between stakeholder commitment and project sustainability ($r=.323$, $p<.05$) at a 95% confidence level. This signifies that an increase in stakeholder commitment corresponds to improved sustainability of youth livelihood projects in Mbarara City. The correlation coefficient (r) of 0.323 indicates a moderately positive relationship, while the p-value below 0.05 ($p<.05$) establishes statistical significance at a 95% confidence level, ruling out random chance.

This outcome further implies that heightened stakeholder commitment is linked to enhanced project sustainability. In essence, stakeholders who exhibit a greater commitment to the project's objectives and success are likely to make a positive contribution to its long-term viability.

In summary, the study's results underscore a positive relationship between project sustainability and both social networking and stakeholder commitment. These insights hold significance for project managers and organizations, highlighting the potential benefits of

promoting social networking among stakeholders and bolstering their commitment to enhance project sustainability and success. Nevertheless, it is crucial to recognize that correlation does not establish causation, and other factors may also impact project sustainability.

4.5 Regression Analysis

Regression analysis was employed to assess the degree to which social networking and stakeholder commitment could predict project sustainability. This was done to determine the better predictor of project sustainability of youth livelihood projects between social networking and stakeholder commitment. Also, the regression was done to determine the combined contribution of social networking and stakeholder commitment on project sustainability which is determined by the Adjusted R Square as indicated in table 9 below.

Table 6: Regression Results

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	8.710	7.044		1.236	.223
	Social networking	.689	.182	**.487**	3.786	.000
2	(Constant)	.586	7.921		.074	.941
	Social networking	.634	.178	**.449**	3.558	.001
	Stakeholder commitment	.136	.067	**.254**	2.017	.050
R	. 548[b]					
R Square	.301					
Adjusted R Square	**.270**					
F	9.679					
Sig.	.000[c]					

a. Dependent Variable: project Sustainability

Source; primary data, 2023

Table 9 results reveal that social networking and stakeholder commitment collectively predict 27.0% of the variance in project sustainability for youth livelihood projects (Adjusted R

Square = .270). The remaining 73% of variation is influenced by unspecified external factors beyond this study's scope. The results meant that social networking and stakeholder commitment statistically significantly predicted the dependent variable. This implies that the results suggested in the model were good enough to be used for making conclusions and recommendations.

Social Networking: Notably, social networking, with a beta value of 0.449 and significance (sig.) < .01, exhibits a positive and statistically significant relationship with project sustainability. This implies that as social networking increases, project sustainability is likely to increase as well.

Stakeholder Commitment: Similarly, stakeholder commitment, with a beta value of 0.254 and significance (sig.) < .01, demonstrates a positive and statistically significant relationship with project sustainability. An increase in stakeholder commitment tends to correspond with improved project sustainability.

In summary, this study suggests that social networking and stakeholder commitment, considered together, contribute significantly (27.0%) to explaining variations in project sustainability within youth livelihood projects. Both factors positively impact sustainability. However, it is essential to acknowledge the presence of other unaccounted factors contributing to the remaining 73% of variance. Further research may be necessary to uncover and comprehend these additional elements influencing project sustainability in youth livelihood projects in Mbarara City.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a discussion, conclusion, and recommendations based on the findings of the previous chapter. This chapter also provides areas that require further analysis derived from the methodological limitations of the study.

5.2 Discussion of Results

This discussion is presented in line with the research objectives. This discussion also follows the order in which the main findings of this research study were presented in the subsections that follow.

5.2.1 Social Networking and Project Sustainability of Youth Livelihood Projects.

The study's findings highlight a significant positive relationship between social networking and project sustainability. Regression analysis further confirms this connection, with social networking predicting a substantial 44.9% change in project sustainability. This implies that improvements in social networking are associated with enhanced project sustainability for youth livelihood projects in Mbarara City.

However, it is important to emphasize that while the study establishes a strong correlation between social networking and project sustainability, correlation does not imply causation. In other words, while the study demonstrates a relationship between these two variables, it does not prove that improving social networking directly causes an increase in project sustainability.

The study suggests that effective social networking, particularly within the context of youth livelihood projects, can exert a significant positive influence on project sustainability. This implies that fostering relationships, collaborations, and communication among project

stakeholders may contribute significantly to the success and long-term viability of such projects.

These findings have practical implications for policymakers and project managers. They may consider investing in strategies to enhance social networking within youth livelihood projects. These strategies could involve promoting partnerships, facilitating communication, and organizing networking events.

Furthermore, the presence of transitivity strongly correlates with project sustainability. Encouraging project stakeholders to embrace information from teammates can lead to positive outcomes in youth livelihood project sustainability. Community leader endorsement also holds the potential to foster positive changes in sustainability. When project benefits extend to a wide range of individuals, both within and outside the community, the likelihood of enhancing sustainability significantly increases. This diverse appeal among stakeholders is likely to translate into improved sustainability for youth livelihood initiatives.

Additionally, ensuring that project beneficiaries become vocal advocates can further contribute to sustainability. Their active interaction with a variety of individuals within the communities is expected to yield positive changes in youth livelihood project sustainability. Lastly, raising awareness among numerous stakeholders about project activities, from their perspective, is likely to have a positive impact on sustainability within the realm of youth livelihood projects.

The results are in line with the findings of Cerne and Stritar (2019) who noted that transitivity network can increase the effectiveness of stakeholder engagement and management, leading to better project sustainability outcomes. Also, Yu, et al., (2020) urged that a high transitivity network can enhance group functionality by promoting trust and cooperation among group members. Trust and cooperation can improve communication and collaboration, leading to more effective decision-making and problem-solving, which ultimately contribute to project

sustainability. Social networking can facilitate the exchange of ethical principles and values, contributing to the development and implementation of ethical policies and practices. This can enhance the long-term sustainability of the project by promoting ethical behavior and decision-making (Stenmark & Ohlsson, 2019). Wang et al., (2020) added that Social Networks improve team performance because it harmonizes individual interests, this can hence improve group functionality. Social networking is perceived as a useful means of achieving intended social targets like providing social support (Arranz & Arroyabe, 2019).

The findings of this study are also in line with the findings of Birgir (2017) who studied social networking in project success. The study concluded that social support is pertinent during implementation given that every project success is characterized by the need to beat deadlines, which most times puts pressure on the project team, this can foster group functionality. Castillo et al (2016) concluded that people with high transitivity enjoy deeper and more trusting relationships amongst themselves while those with low transitivity are not deeply engaged amongst themselves. Dekker and Krackhardt (2017) added that social networks act as a vehicle for quickly and easily getting the project message to the intended audience which may improve group functionality and enhance project awareness and the organization's public image at large resulting in enterprise continuity. According to Kakish and Al-Haddad (2018) social networks provide access to timely information and referrals to others in the network. They added that timely access to information among others creates a deeper understanding of community needs at the initiation stage of any project development, this may enhance enterprise continuity. Fedorowicz (2014) also reported a strong positive correlation between social networking and acquisition of project resources, which account for better project performance and hence project sustainability.

5.2.2 Stakeholder Commitment and Project Sustainability.

The study's findings underscore a significant positive relationship between stakeholder commitment and project sustainability. Regression analysis further supports this relationship, indicating that stakeholder commitment accounts for 25.4% of the variance in project sustainability. This suggests that improvements in stakeholder commitment, particularly in the affective dimensions, can enhance the sustainability of youth livelihood projects in Mbarara City.

The correlation coefficient of 32.3% indicates a moderate positive relationship between stakeholder commitment and project sustainability, implying that as stakeholder commitment increases, project sustainability tends to improve. However, it is important to note that correlation does not establish causation; it merely quantifies the strength and direction of the relationship between the variables.

These findings emphasize the necessity of prioritizing stakeholder commitment enhancement in youth livelihood projects, with stakeholders including project managers, community members, funders, and other relevant parties. Strategies for improving commitment could encompass enhanced communication, engagement, and involvement in project decision-making.

Furthermore, maintaining stakeholder commitment throughout the project's life cycle is crucial. This may involve continuous communication, stakeholder education, and aligning stakeholder interests with project objectives. Strategies that foster affective commitment, such as emotional attachment to the project, a sense of belonging, and a personal connection to project goals, are likely to positively influence project sustainability.

The findings are in line with the conclusion of Singh et al., (2019) who positulated that affective commitment can promote group functionality by fostering a sense of loyalty and

attachment among group members. This can improve communication and collaboration, leading to more effective decision-making and problem-solving, ultimately contributing to project sustainability. Also, Al-Siyabi et al., (2019) noted effective commitment can promote enterprise continuity by fostering a sense of loyalty and commitment to the organization among employees. This can help to ensure the availability of key resources and expertise within the organization, contributing to project sustainability. Also, Lee and Lee (2021) argued that affective commitment can promote group learning by fostering a sense of loyalty and attachment among group members. This can enhance communication and collaboration, leading to more effective knowledge sharing and innovation, ultimately contributing to project sustainability. According to Sekou et al., (2019), stakeholders can and do develop commitments towards targets such as their projects, coordinators and work groups, and goals, and these commitments have consequences for organizationally relevant outcomes which may enhance enterprise continuity. Zhu et al., (2021) further assert that interests of stakeholders need to be dealt with to support sustainability of project deliverables since stakeholder input can lead to higher levels of stakeholder commitment throughout the project life. According to Meyer and Allen (2002) stakeholder involvement leads to increased affective commitment where stakeholders adopt the project's goals as their own and, therefore, desire to remain with the organization to help it achieve its goals.

Dwivedi and Dwivedi (2021) postulated that stakeholders with strong affective commitment remain with the project because they want to, and they attach strong belief in and acceptance of the project's goals and values. Effective stakeholder commitment in a project increases collaboration between stakeholders, mitigates the likely negative impacts and increases group functionality (Wijethilake & Lama, 2018). For a project to be successfully implemented, the interests, influence, and contributions of these stakeholders must be recognized. Without meaningful stakeholder commitment and engagement, a project is not likely to succeed

because group functionality will be dismantled (Bahadorestani et al., 2020). Manata et al., (2021) also noted that stakeholders who have high levels of role contribution can reciprocate in the form of greater affective commitment to the organization leading to increased performance and thus sustainability.

5.2.3 Combined Contribution of Social Networking and Stakeholder Commitment on Project Sustainability

The regression analysis underscores that social networking emerges as a stronger predictor of project sustainability when compared to stakeholder commitment. However, it is essential to note that social networking and stakeholder commitment collectively account for just 27% of the variation in project sustainability. This highlights the importance of additional strategies to enhance project sustainability.

Encouraging project members to act on information received from their teammates, gaining support from community leaders, and ensuring that all individuals, both within and outside the community, benefit from the project can potentially bolster sustainability. Furthermore, fostering emotional attachment among project members, making it challenging for them to shift allegiance to another project, as suggested in the questionnaire responses, could further strengthen these initiatives.

The study's findings emphasize that social networking significantly influences project sustainability, illustrating that effective communication and collaboration within social networks play a vital role in long-term project viability. Social networking encompasses various interactions, including information sharing, problem-solving, and support among team members and stakeholders. This underscores the importance of nurturing and maintaining strong social connections within project teams and communities.

However, it is crucial to recognize that the combined influence of social networking and stakeholder commitment only explains 27% of the variation in project sustainability. This

implies that other unexamined factors also play substantial roles in determining project sustainability.

Therefore, it is recommended to encourage project members to establish robust social connections by fostering collaboration, facilitating regular communication and knowledge sharing, utilizing digital tools for virtual collaboration in geographically dispersed teams, engaging stakeholders in decision-making processes, communicating the project's value to the community, and addressing concerns transparently.

Additionally, promoting emotional connection among project members can be achieved by highlighting the project's significance, recognizing, and rewarding dedication, providing opportunities for unique contributions, aligning project goals with community needs, conducting regular impact assessments, and involving community leaders in project planning and execution. These strategies, combined with effective social networking and stakeholder commitment, can contribute to improved project sustainability.

The findings are in line with scholars' findings such as Wijethilake and Lama (2018) who studied sustainability core values and sustainability risk management, the study concluded that stakeholder commitment predicted 24% in project sutainability. Also, besides sustainability, Ahimbisibwe and Nangoli (2013) found out that social networking predicted 45% in perceived project success and social networking combined with individual commitment and project communication contributed 69.7% in variations of perceived project success. It was also noted that stakeholder theory suggests that both social networks and stakeholder commitment influence project sustainability individually (Downes, 2005; Scott 2000), therefore, there was possibility that both variables once combined may jointly contribute to project sustainability. Hence, this is true according to the findings of this study.

5.3 Conclusion

It was established from the study that there was a significant positive relationship between social networking and project sustainability, a significant positive relationship between stakeholder commitment and project sustainability, and social networking and stakeholder commitment combined predict twenty seven percent of the variation in project sustainability of youth livelihood projects. However, transitivity networking as a dimension was the only significantly positively related to project sustainability. Also, the study of affective dimension of stakeholder commitment was the only dimension significantly related to project sustainability of youth support projects in Mbarara City. Also, social networking is a better predictor of project sustainability than stakeholder commitment.

5.4 Recommendations

Foster Effective Communication: Ensure project members can readily act on the information they receive from their teammates. Promote open and transparent communication channels within the project team, allowing for seamless exchange of ideas, feedback, and knowledge.

Engage Community Leaders: Encourage community leaders to actively welcome and support youth livelihood projects. Their endorsement and involvement can significantly contribute to the project's success and long-term sustainability. Collaborate with them to align project goals with community needs.

Foster Inclusive Benefits: Design projects in a manner that benefits all members, both within the internal community (project team) and external stakeholders. Ensure that the project outcomes have a positive impact on diverse groups and address their unique interests and needs.

Promote Project Appeal: Develop projects that are appealing to people with diverse interests. Consider the preferences and aspirations of various stakeholders to increase the likelihood of their engagement and participation. This will contribute to greater project sustainability.

Raise Stakeholder Awareness: Create strategies to inform and involve a wide range of stakeholders in project activities. Promote transparency and regular updates on project progress, achievements, and challenges. This will build a sense of ownership and commitment among stakeholders, leading to increased project sustainability.

Foster Emotional Attachment: Ensure that each project member feels emotionally attached to their work. Nurture a supportive and inclusive work environment where individuals can develop a strong sense of belonging. Encourage team members to take ownership of their roles and responsibilities, creating personal meaning and investment in the project's success.

Enhance Long-Term Commitment: Promote an environment where project members are less likely to become attached to other new initiatives. Recognize and value their contributions, provide growth opportunities, and foster a sense of purpose within the project. This will cultivate a dedicated and committed project team.

5.5 Limitations to the study

This study employed a cross-sectional research design, which has inherent limitations. It cannot provide insights into changes that occur in the studied variables over time after data collection.

Furthermore, despite precise definitions and validation, the constructs used in the study remain proxies for underlying latent phenomena. While they have been rigorously defined based on relevant literature and validated by practitioners, these constructs are inherently challenging to fully measure.

The study also faced challenges related to literacy among stakeholders, which introduced a language barrier. Although the researcher and research assistant made efforts to interpret the questionnaire for illiterate stakeholders, this may have introduced bias and affected respondents' common understanding of the questionnaire.

However, the researcher took steps to mitigate the language barrier issue by enlisting the support of a research assistant proficient in local languages, primarily Runyakitara and Luganda. This was done to reduce potential bias and enhance communication with respondents.

These limitations should be considered when interpreting the study's findings and their implications.

5.6 Areas of further research

The study employed a cross-sectional research design, which collects data at a single point in time. Consequently, the findings are limited to the current period. Future research endeavours should consider adopting a longitudinal research design, which involves monitoring the project sustainability of youth livelihood projects in Mbarara City over an extended period. This approach would provide valuable insights into how sustainability evolves over time.

The study primarily utilized a quantitative approach, relying on structured questionnaires to gather information from respondents. This approach may have overlooked certain observable features. Therefore, future research should incorporate qualitative methods, such as observations and interviews, to capture a more comprehensive understanding of the subject matter.

The scope of this study was confined to examining social networking, stakeholder commitment, and project sustainability within the context of the Youth Livelihood Program. To enrich the body of knowledge, future studies should broaden their focus to encompass

these variables in non-government projects. This expansion would offer a comparative perspective and potentially yield unique insights.

In this study, the variables of social networking and stakeholder commitment collectively accounted for 27% of the variation in project sustainability among youth livelihood projects in Mbarara City. To gain a more holistic understanding of project sustainability, further research should explore additional determinants that influence it. Additionally, investigations should consider identifying variables that, when combined with social networking and stakeholder commitment, have the potential to stimulate and enhance project sustainability in the context of youth livelihood projects in Mbarara City. This comprehensive approach can provide a more nuanced view of the factors contributing to project sustainability.

References

Agbim, K. C. (2019). Social Networking and the Family Business Performance: A Conceptual Consideration. *Journal of Entrepreneurship, Management and Innovation*.

Ahimbisibwe, A., & Tusiime, W. (2012). Mediating Effects of Network Degree and Network transitivity on the Relationship between Project Communication Strategies and Perceived Project Success. *International Journal of Economics and Management Sciences,* Vol. 2, No. 2, 2012, pp. 01-10.

Ahmad, A., Yasin, M., Razalli, M., & Wahid, A. (2019). The impact of organizational justice on affective, normative, and continuance commitment: A study of employees in the Malaysian public sector . *Journal of Public Affairs* DOI: 10.1002/pa.2118, Volume: 19 Pages: e2118 Year: .

AL-Haddad, S. I., & Kakish, I. (2018). The impact of using social network sites on entrepreneurial project success. DOI:10.35841/finance-marketing., 2.2.3-9.

Al-Siyabi, H., McGuire, D. R., Al-Mahrouqi, S., & Al-Hashmi, I. (2019). The Relationship between Affective Commitment and Turnover Intention among Private School Teachers in Oman . Sustainability DOI: 10.3390/su11051485, Volume: 11 Issue: 5 Pages: 1485 .

Alado, C. (2019).Building an Effective Youth Employment policy. Africa Regional Studies Program, World Bank. Alignment, communication behaviors, and decision quality. *International Journal of Project Management*.

Allen, N., & Meyer, J. (1990). The measurement and antecedents of affective,Continuance and normative commitment to the organization. . *Journal of Occupational Psychology*, 63, 1-18. .

Amin, M. (2005). Social Science Research: Conception, Methodology and Analysis. . Makerere University Press, Kampala.

Arranz, N., & Arroyabe, J. F. (2019). Network Effect On The Performance Of Joint R&D Projects . ESIC Business and Marketing School, Avenida Valdenigrales, s/n, 28223, Pozuelo de Alarcon, Madrid, Spain. juancarlos.fernandez@esic.es. .

Atiku, S. O., & Lawal, I. O. (2021). Human Capital Development Strategy for a Sustainable Economy. DOI: 10.4018/978-1-7998-4522-5.ch007.

Atkinson, C. L. (2017). Continuity Business. In P. P.-5. Global Encyclopedia of Public Administration, Disaster resilience and local governments. SpringerEditors: Ali Farazmand.

Auditor General Report (2021). Republic of Uganda.

Awan, A., & Anjum, K. (2015). "Cost of High Employess turnover Rate in Oil industry of Pakistan,". *Information and Knowledge Management* , Vol 5 No.2 pp 92-102.

Awan, A., & Anjum, K. (2015). "Cost of High Employess turnover Rate in Oil industry of Pakistan,. " Information and Knowledge Management , Vol 5 No.2 pp 92-102.

Bahadorestani, A., Naderpajouh, N., & Sadiq, R. (2020). Planning for sustainable stakeholder engagement based on the assessment of conflicting interests in projects. J. Clean. Prod., 242, 118402.

Barnard, D., & Maruru, R. (2020). The Impact Of Covid-19, Challenges, Responses and Opportunities. EPIC-Africa.

Ben-Amar, W., Chang, M., & McIlkenny, P. (2017). Board gender diversity and corporate response to sustainability initiatives: Evidence from the carbon disclosure project. *Journal of Business Ethics*,, 142(2).

Birgir, H. (2017). Social network in project Success . Modern of science and Engineering for project success.

Blanas, G., Kylindri, S., Henriksen, L., & Tanev, S. (2011). 'Social Networking Aspects of Project Management Teams for Effective Value Propositions', . *Management of International Business and Economics Systems Conference*, pp. 372-382, viewed 02 December 2012, http.

Blythe, C., & Harre, N. (2019). Inspiring Youth Sustainability Leadership: Six Elements of a Transformative Youth Eco-Retreat. Ecopsychology 4(4):336-344.

Burt, R. (2001). Bandwidth and Echo: Trust, Information and Gossip in Social networks. Integrating the Study of Networks and Markets, New York: Russell Sage Foundation.

Castillo, T., Alarcón, L. F., & L.Salvatierra, J. (2016). Last Planner System, Social Networks And Performance Of Construction Projects. In: Proc. 24th Ann. Conf. of the Int'l. Group for Lean Construction, Boston, MA, USA, sect.6 pp. 43–52, sect.6 pp. 43–52.

Castillo, T., Alarcón, L. F., & L.Salvatierra3, J. (2016). Last Planner System, Social Networks And Performance Of Construction Projects . PhD candidate dissertation, Department of Construction Engineering and Management, Pontificia Universidad Católica de Chile, Researcher Universidad Nacional de Chimborazo, Ecuador, Av. Vicuña .

Chesiyna, P., & Wanyoike, D. (2016). Determinants of Effective Implementation of Constituency Development Fund Projects in Baringo Central Constituency, Kenya:. *International Journal of Research in Business Management*, 4 (4), 31-42.

Council for European Studies Report. (2020). The Impact of the COVID-19 Pandemic for the European Non-governmental Sector. (CES).

Cvijovi, J., Obradovi, V., & Todorovi, M. (2021). Stakeholder Management and Project Sustainability—A Throw of the Dice. Sustainability 2021, 13, 9513. https://doi.org/10.3390/su13179513 https://www.mdpi.com/journal/sustainability.

Dekker, D., & Krackhardt, D. (2017). Transitivity Correlation: Measuring Network Transitivity as Comparative Quantity. University of Greenwich .

Dlab, S. M. (2014). Using the competitive dimension to achieve a competitive advantage. International . *Journal of Academic Research in Business and Social Science*, 4 (9).

Downes, S. (2005). Semantic networks and social networks . National Research Council Canada, Moncton, New Brunswick, Canada.

Dumrak, J., Baroudi, B., & Pullen, S. (2015). A study of project management knowledge and sustainable outcomes in Thailand's reproductive health projects. Organizational Project Management, 2 (1), 1-14.

Dumrak, J., Baroudi, B., & Pullen, S. (2015). A study of project management knowledge and sustainable outcomes in Thailand's reproductive health projects. Organizational Project Management , 2 (1), 1-14.

Dussauge, P., & Garrette, B. (1999). Cooperative strategy: Competing successfully through strategic alliances. John Wiley & Sons, Chichester, UK.

Dwivedi, R., & Dwivedi, P. (2021). Role of Stakeholders in Project Success: Theoretical Background and Approach. *International Journal of Finance, Insurance and Risk Management* Volume XI, I.

Fedorowicz, J. B. (2014). Communication Tools And Project Success In Complex Outsourced It Projects Complete Research . Twenty Second European Conference on Information Systems. Bentley University, Waltham, MA, USA .

Fielmua, N. (2011). The role of the community ownership and management strategy towards sustainable access to water in Ghana: A case of Nadowli district. *Journal for sustainable development Vol4, , No.3.*

Fowler, J. H., Dawes, C. T., & Christakis, N. A. (2009). Model of genetic variation in human social networks. https://doi.org/10.1073/pnas.0806746106.

Freeman, R. E. (1984). Strategic Management: A stakeholder approach. Marshfield, MA:Pitman Books.

Friedkin, N. E. (1993). Structural bases of interpersonal influence in groups: A longitudinal case study. American Sociological Review,, 58(6), 861–872. doi: 10.2307/2095955.

Guofeng, M., Shan, J., & Ding, W. (2021). Understanding the effects of social media use on construction project performance: a project manager's perspective. Engineering, Construction and Architectural Management.

Harary, F., & Kommel, H. J. (2016). Matrix measures for transitivity and balance. *Journal of mathematical sociology*, 6(2), 199–210.

Husin, M. M., & Haron, R. (2020). Financial sustainability of SMEs through Islamic Crowdfunding: . In Handbook of research on the theory and practice of global Islamic finance. IGI Global. 321=337.

Imran, A., Luqman, M., & Zaki, A. (2016). Impact Of Human Capital Practices On Project Success. Kuwait Chapter of Arabian Journal of Business and Management Review Vol. 5, No.6, February 2016.

Kakish, & Al-Haddad. (2018). The impact of using social network sites on entrepreneurial project success. Department of Business Administration, King Talal School of Business Technology, Jordan .

Kamalirad, S., Kermanshachi, S., Shane, J., & Anderson, S. (. (2017). “Assessment of Construction Projects’ Impact on Internal Communication of Primary Stakeholders in Complex Projects. Proceedings of the 6th CSCE International Construction Specialty Conference, Vancouver, Canada May 31-June 3. Vancouver, Canada.

Kamassi, A., Abd Manaf, N., & Omar, A. (2020). The identity and role of stakeholders in the medical tourism industry: . state of the art. Tourism Review.

Lavrakas, P. J. (2008). Sampling with and Without Replacement. SAGE Publications .

Lee, S. H., & Lee, D. H. (2021). The impact of affective commitment on organizational innovation: The mediating role of group learning behavior. *Journal of Open Innovation: Technology, Market, and Complexity* doi: 10.3390/joitmc7030158, 7(3), 1-16.

Lohrey, J. (2020). The Importance of Identifying Stakeholders in a Project, Small Business. https://smallbusiness.chron.com/importance-identifyingstakeholders-project-74730.html.

Madeeha, S., & Imran, H. N. (2014). .Impact of Internal Stakeholder’s Engagement on Project Portfolio Management Success, it Industry in Lahore, Pakistan. *Journal of Science International* (Lahore), , 26(4), 1777-1782.

Manata, B., Garcia, A. J., Mollaoglu, S., & Millerde, V. D. (2021). The effect of commitment differentiation on integrated project delivery team dynamics: The critical roles of goal alignment, communication behaviors, and decision quality. *International Journal of Project Management* 39(3), 259-269

Martínez, P., & Bosque, I. R. (2014). Sustainability dimensions. Corporate Reputation Review, 17(4), 239-253.

Matthew, O. J. (2018). An Overview of Social Networks and Economic Applications. Written for the Handbook of Social Economics.

Mbarara City Community Welfare Office (2022). Mbarara City Welfare Office Report,2022.

Mbarara District Local Government. (2020) .Draft Third District Development Plan . (2020/2021 – 2024/2025 (DDPIII)).

Megh, B. K. (2020). Project definition, Lifecycle and role of Project Managers.

Ministry Of Gender, Labour And Social Development. (2021). Youth Livelihood Programme (YLP) Summary Update Of Programme Implementation. Republic Of Uganda.

Ministry Of Gender, Labour And Social Development. (2021). Youth Livelihood Programme (YLP).

Muathe, S. (2020). Sustainability of Youth Empowerment Projects: The Role of Project Governance in Makueni County, Keny. Stephen Muathe Kenyatta University .

Mugabi, F. (2018). Youth Livelihood Programme is on its path to success. Ministry of Gender, Labour and Social Development. .

Mugenda, O., & Mugenda, A. (1999). Research Methods: Quantitative and Qualitative Approaches. . Acts Press, Nairobi.

Naeem, R. M., & Saif, M. I. (2021). Impact of normative commitment on organizational citizenship behavior for the environment: Moderating role of green organizational culture. *Journal of Cleaner Production*, doi: 10.1016/j.jclepro.2020.124969, 285, 1-14.

Nangoli, S. (2011). Project Communication, Individual Commitment, Social Networks And Perceived Project Performance: A Study Of Citizenship Projects in Selected Commercial Banks. Masters Dissertation Makerere University

Nangoli, S., Ahimbisibwe, A., Namagembe, S., & Bashir, H. (2013). Social networks: A strategy for enhancing project-stakeholder commitment. *Journal of Strategy and Management, Vol. 6 No. 4, 2013 pp. 399-410.*

Ntayi, J. M., Byabashaija, W., Eyaa, S., Ngoma, M., & Muliira, A. (2010). Social Cohesion, Groupthink And Ethical Behavior Of Public Procurement Officers .

Ntayi, J., Rooks, M., Eyaa, G., & Qian, C. (2010). Percieved Project Value, Opportunistic Behavour, Interorganisational Cooperation, and contractor Performance. *Journal of African Business* 11(1), 124- 141.

Odenyo, C., & James, R. (2018). Influence of Resource Mobilization on Sustainability of Women Group Projects in Vihiga County, Kenya. *International Journal of Economics, Business and Management Research.* , 2(4), 2456- 7760 .

Oganga, C. O., Olala, G. O., & Odima, O. R. (2017). Capacity building and sustainability of women development projects in Kisumu central constituency, Kisumu County, Kenya. *International Journal of Research in Social Sciences*, , 7(12), 28-37.

Ogunbode, A. O., Babalola, E. O., & Ogunbode, B. O. (2020). The Mediating Role of Normative Commitment in the Relationship between Corporate Social Responsibility and Project Success . Sustainability DOI: 10.3390/su12031020 , Volume: 12 Issue: 3 YPages: 1-18 .

Okeniyi, J. O. (2013). Project Sustainability: Overview of Sustainability in Project Management. https://www.researchgate.net/publication/309155554.

Olonade, Z., & Omotoye, O. O. (2020). Human Capital Development and Employee Training as Correlates to Employee Job Performance in Redeemer University Ede, Osun State. *International Journal of Human Resource Studies* 10(2):141.

Onah, R., Ayogu, G., & Agboeze, M. (2013). Sustainability of Local Empowerment and Environmental Management Project in Enugu State: *Journal of Business and Management*, 13 (4), 09-17. .

Panzabekova, A., Satybaldin, A., Alibekova, G., & Abilkayir, N. (2019). Human capital for sustainable development: a comparative analysis of regions of the Republic of Kazakhstan. International Conference on Sustainability and Climate Change.

Podsakoff, P. M.-Y. (2003). Common method biases in behavioral research: A critical review of literature and recommended remedies. *Journal of Applied Psychology*, Vol 88(5), 879-903.

Scott, J. (2000). Social network analysis. Sage: London.

Sekou, M. M., Alkhlaifat, B. I., & Abdullah, A. A. (2019). Influence of Stakeholders Involvement on Development Project Performance in Guinea. International Journal of Academic Research in Business and Social Sciences Vol. 9 , No. 1, Jan, 2019, E-ISSN: 2 2 22 -6990.

Shaughnessy, G. (2020). Nine ways that HR and People teams can drive sustainability., https://www.sagepeople.com/about-us/news-hub/hr-sustainability-tips/#. Assessed on 7/8/2020.

Silvius, G., & Schipper, R. (2020). Exploring variety of factors that stimulate project managers to address sustainability issues. . Int. J. Proj. Manag. , 38, 353–367.

Singh, A. K., Bhowmick, B., & Parikh, J. K. (2018). Employee Commitment and Sustainable Development: A Study of a Leading Indian IT Company DOI: 10.3390/su10030818. Sustainability , Volume: 10 Issue: 3 1-19 .

Sun, X. H. (2016). Perceived trust and project performance: The mediating effects of organizational commitment. . Management Review, 58(12), 155–165. .

Surin, E. F., & Wahab, I. A. (2013). The Effect of Social Network on Business Performance in Established Manufacturing Small and Medium Enterprises (SMEs) in Malaysia . DOI: 10.7763/IPEDR. 2013. V67. 12 .

Thompson, C. (2018). The Case for the Six-Point Likert Scale -. Quantum Workplace.

Tolentino, D. R. (2013). Organizational Commitment and Job Performance of the Academic and Administrative Personnel . *International Journal of Information Technology and Business Management*, Vol.15 No.1.

Wang, Q., Yu, X., Yu, H., Su, S., Li, C., Wang, C., & Yuan, Y. (2020). The Influence of Social Networks on Team Performance: Moderating Effect of Emotional Contagion. Open Journal of Social Sciences > Vol.8 No.4, April 2020.

Wasilwa, C. (2015). Effect of Community Participation on Sustainability of Community Based Development Projects in Kenya.

Wijethilake, C., & Lama, T. (2018). Sustainability core values and sustainability risk management: Moderating effects of top management commitment and stakeholder pressure. Bus Strat Env. 2018;1–12. wileyonlinelibrary.com/journal/bse.

World Bank. (2020). Agriculture and Food. https://www.worldbank.org/en/topic/agriculture

Yuan, J., Liu, J., & Li, Y. (2021). The relationship between employee perceived organizational support, affective commitment, and turnover intention: Evidence from China’s high-tech industry. . Frontiers in Psychology, doi: 10.3389/fpsyg.2021.6432, 12, 1-12. .

Zeng, S., Li, J., & Ding, Z. (2019). Examining the Effect of Normative Commitment on Employees' Environmental Behavior: Evidence from the Hospitality Industry in China . Sustainability DOI: 10.3390/su11, Volume: 11 Issue: 10 Pages: 2848.

Zhu, F., Wang, X., Wang, L., & Yu, M. (2021). Project manager's emotional intelligence and project performance: The mediating role of project commitment. *International Journal of Project Management*, 788-798.

Appendix 1: Questionnaire

MAKERERE UNIVERSITY BUSINESS SCHOOL

Dear Respondent,

My name is Lumanyika Nicholas, a student of Makerere University Business School pursuing a Masters degree in Business Administration (MBA). I am carrying out a study on social networking, stakeholder commitment, and project sustainability of youth livelihood projects in Mbarara City for purely academic purposes. Kindly fill in my questionnaire which is intended for academic purposes only. The information provided will be confidential since your name and position will not be indicated anywhere on the questionnaire.

For further information, contact me on +256772720600 / +256782580133

SECTION A: Demographic characteristics of respondents

Please select by ticking your most appropriate response to the following issues.

A1 Gender

1; Male ☐ 2; Female ☐

A2 Indicate your age group.

1; Below 18 years ☐ 2; 18-23 years ☐ 3; 24-28 years ☐

4; 29 years & above ☐

A3 Indicate your highest level of education.

1; None educated ☐ 2; Primary ☐ 3; Secondary ☐

4; Certificate ☐ 5; Diploma ☐ 6; Degree and above ☐

A4 Title of the respondent

1; Chairperson ☐ 2; Treasurer ☐ 3; Secretary ☐

SECTION B: Demographic characteristics of the Project.

B1 Age of the of project

1; 1- 3 years ☐ 2; 4-6 year ☐ 3; 7 years & Above ☐

B2 Number of members

1; 14-20 member ☐ 2; 21-26 members ☐ 3; 27-33 members ☐

4; 34 members & above ☐

B3 Division of Location

1; Kakoba Division ☐ 2; Kamukuzi Divisi ☐ 3; Nyami ☐ 4; ☐

Biharwe

5; Kakiika ☐ 6; Nyakayojo ☐

B4 What projects are the groups involved in? *(Tick what applies)*

SN	Project	Tic
1	Farming	
2	Animal Keeping	
3	Brick laying	
4	Poultry	
5	Bodaboda	
6	Salon	
7	Trading	
8	Metal Fabrication	
9	Restaurant	
10	Photo Videography	
11	Event Management	
12	Bakery	
13	Shoe Marking	
14	Medical Group	
15	Confectionary	
16	Boutique	

B5 How much funds did the project group receive under YLP?

1; 1,000,000/= - 3,000,000/= ☐ 2; 4,000,000/= - 6,000,000/= ☐

3; 7,000,000/= - 9,000,000/= ☐ 4; 10,000,000/= and above ☐

SECTION C: SOCIAL NETWORK

Please respond to the following statements by indicating the extent to which you agree or disagree. Base on the following: 1-Strongly Disagree (SD), 2-Disagree (D), 3-Moderately Disagree (MD), 4- Moderately Agree (MA), 5-Agree (A), and 6-Strongly Agree (SA).

Code	Statements	SD	D	MD	MA	A	SA

	Transitivity Network						
T1	I think that we the beneficiaries of the project became advocates	1	2	3	4	5	6
T3	Without hesitation, I can act on the information that I receive through my teammates	1	2	3	4	5	6
T4	Community leaders welcomed our project	1	2	3	4	5	6
T5	I think all members both in this community and outside have benefited from the project	1	2	3	4	5	6
T6	In my view, the project is liked by people of diverse interests	1	2	3	4	5	6
T7	Projects have connected many communities						
T8	I interact freely with a diversity of people in the communities	1	2	3	4	5	6
	Degree Network						
D2	I think that many people have known about us through our project activities	1	2	3	4	5	6
D3	Stakeholders are fully aware of the project that we are involved in	1	2	3	4	5	6
D4	Our stakeholders are reliably informed of the progress of the project	1	2	3	4	5	6
D5	I think the project activities have enhanced our project publicity	1	2	3	4	5	6

SECTION D: Project sustainability

Please respond to the following statements by indicating the extent to which you agree or disagree. Base on the following: 1-Strongly Disagree (SD), 2-Disagree (D), 3-Moderately Disagree (MD), 4- Moderately Agree (MA), 5-Agree (A), and 6-Strongly Agree (SA).

code	Statements	SD	D	MD	MA	A	SA
Group functionality							
Gp1	The project group has functional committees	1	2	3	4	5	6
Gp2	All project members actively participate in group activities	1	2	3	4	5	6
Gp3	The project group has sustainability plan in place	1	2	3	4	5	6

Gp4	The project group is capable of operating even after repayment of the loan	1	2	3	4	5	6
Gp5	The project group has plans for diversification	1	2	3	4	5	6
Enterprise Continuity							
Ep1	Anyone can often get answers to their queries from the projects' social media pages and our office	1	2	3	4	5	6
Ep2	The project group generates enough profits to sustain its enterprise in the future	1	2	3	4	5	6
Ep3	The project group has made some savings to diversify into new businesses	1	2	3	4	5	6
Ep4	The group project is positively impacting on the community	1	2	3	4	5	6
Ep5	The surrounding community is supportive of the group project activities	1	2	3	4	5	6

SECTION E: Stakeholder commitment.

Please respond to the following statements by indicating the extent to which you agree or disagree. Base on the following: 1-Strongly Disagree (SD), 2-Disagree (D), 3-Moderately Disagree (MD), 4- Moderately Agree (MA), 5-Agree (A), and 6-Strongly Agree (SA).

Code	Statements	SD	D	MD	MA	A	SA
Affective							
Aff 2	I enjoy discussing my project with people outside it	1	2	3	4	5	6
Aff 3	I really feel as if this project's problems are my own	1	2	3	4	5	6
Aff 4	I think that I could easily become as attached to another project as I am to this one	1	2	3	4	5	6
Aff 5	I feel like part of the family when with project team members	1	2	3	4	5	6
Aff 6	I feel emotionally attached to this project	1	2	3	4	5	6
Aff 7	This project has a great deal of personal meaning for me	1	2	3	4	5	6
Normative							
Nom2	Even if it were to my advantage, I do not feel it would be right to leave my project now	1	2	3	4	5	6
Nom3	I would feel guilty if I left my project now	1	2	3	4	5	6
Nom4	This project deserves my loyalty	1	2	3	4	5	6
Nom5	I have a sense of obligation to the people in this project	1	2	3	4	5	6

Nom6	I owe a great deal to this project	1	2	3	4	5	6
Continuance							
Con1	I am afraid of what might happen if I quit this project without having another one lined up	1	2	3	4	5	6
Con2	It would be very hard for me to leave this project right now, even if I wanted to	1	2	3	4	5	6
Con4	It would be too costly for me to leave this project right now	1	2	3	4	5	6
Con5	Right now, remaining part of this project is a matter of necessity as much as I desire	1	2	3	4	5	6
Con6	I feel that I have too few options to consider leaving this project	1	2	3	4	5	6

Thank you for your participation.

Appendix 2: Data Collection Introduction letter



MAKERERE UNIVERSITY BUSINESS SCHOOL

Plot 21A, New Portbell Road, P.O. Box 1337, Kampala - Uganda
Phone Direct Line: +256-414-222545; General Line: +256-414-338120; Fax: +256-414-505921

Faculty of Graduate Studies & Research

May 4, 2023

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: LUMANYIKA NICHOLAS **MBA**
2020/HD10/20848U

The above named is a student of Makerere University Business School pursuing studies leading to the award of Master of Business Administration of Makerere University.

He has completed the course work component and is currently carrying out research on the topic

"Social Networking, Stakeholder Commitment and the Sustainability of Livelihood Development Projects in Uganda: A Case of Youth Livelihood Projects in Mbarara City."

Any assistance rendered to him will highly be appreciated.

Thank you,

Byonanebye Komugisha
Senior Administrator

Makerere University Business School * Faculty Of Graduate Studies And Research *
04 MAY 2023

Email: deangrc@mubs.ac.ug @mubs fgsr @mubsfgsr Website: www.mubs.ac.ug