

INFLUENCE OF STAKEHOLDER PARTICIPATION ON PROJECT PERFORMANCE IN RWANDA. A CASE OF SPEAK OUT PROJECT

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ABSTRACT

The study entitled Influence of stakeholder participation in project performance in Rwanda, a case of Speak Out project “the study is guided by four specific objectives: To determine influence of stakeholder participation in project identification in performance of Speak Out project; to examine influence of stakeholder participation in project planning on performance of Speak Out project; to establish influence of stakeholder participation in project monitoring and evaluation on performance of Speak Out project and to find out influence of stakeholder participation in resource mobilization and evaluation on performance of Speak Out project. The study is based on Speak Out project implemented by FVA in four District Karongi, Nyanza, Gisagara, Nyaruguru Districts. The study focused on 562 stakeholder composed by 62 employees of Speak Out project and 100 representatives of clubs and 400 VAWG survivors. This study used questionnaires to employees and beneficiaries of Speak Out project and documentation was used as secondary data. Descriptive statistics and inferential statistics such as correlation and multiple linear regression analysis were used to analyze data. The findings revealed that stakeholder participation in project identification has significance influence in performance of Speak out Project as indicated by $\beta_1 = 0.144$, $p = 0.007 < 0.05$, $t = 2.712$. The implication is that an increase in stakeholder participation in project identification would lead to an increase in performance of Speak out Project by $\beta_1 = 0.144$ units. The findings revealed that stakeholder participation in project planning has a positive and significance influence in performance of Speak out Project as indicated by $\beta_2 = 0.391$, $p = 0.000 < 0.05$, $t = 6.406$. The implication is that an increase in stakeholder participation in project planning would lead to an increase in performance of Speak Out Project by $\beta_2 = 0.391$ units. The results further revealed that stakeholder participation in project monitoring and evaluation has a positive and significance influence in performance of Speak Out Project as indicated by $\beta_3 = 0.341$, $p = 0.000 < 0.05$, $t = 7.605$. The implication is that an increase in stakeholder participation in project monitoring and evaluation would lead to an increase in performance of Speak out Project by $\beta_3 = 0.341$ units. The findings revealed that stakeholder participation in resource mobilization has a positive and significance influence in performance of Speak out Project as indicated by $\beta_4 = 0.199$, $p = 0.001 < 0.05$, $t = 7.882$. Based on the study findings, the study concluded that stakeholder’s participation in resource mobilization, project monitoring and evaluation, project identification, project planning had positive significant effect on the performance of Speak Out Project.

Key words: stakeholder participation, project performance, project identification, project planning, project monitoring and evaluation and resource mobilization and evaluation

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1. INTRODUCTION

1.1 Background of the Study

In this age of globalization, stakeholder participation has gradually become part of the project's practice to achieve outstanding project results (Karlsson, Gray and Masoud, 2018). The involvement of properly managed stakeholder facilitates collaboration among project participants to improve quality of life comfort while avoiding negative environmental consequences and boosting project economic viability. Stakeholder involvement that is correctly managed will lead to successful project performance, improved collaboration in delivering project outcomes, lower workplace conflict, decreased adverse environmental impact, and increased economic sustainability of projects. Due to these advantages, stakeholder must be an essential component of any growth plan (Adan, 2012).

EiGohary al. (2016) indicated that in the United States, major public private partnership (PPP) initiatives were reported to have failed due to opposition from stakeholder. As a consequence, Stakeholder participation in the project was found to be important to the success of the project and without their contribution, the outcome might be unfavorable. Essentially, different stakeholder has different levels and various types of investments and interests in the project, that at times create friction within stakeholder (Yang, 2019).

In sub-Saharan Africa, Zakharova and Jäger (2013) highlighted majority of community projects in Ghana that were abandoned as there was little or no stakeholder hence the projects could not meet the priorities of the community. In Ghana, the old Fadama community was not involved in designing the Korle Lagoon Ecological Restoration Project (KLERP) and its outcomes and therefore they resisted the project as a reaction to perceived abuse of their procedural right. A project is said to be successfully completed when it has met the stakeholder' interests and expectations. Even if it meets time, budget and scope criterion, it will not be deemed successful if the needs of the stakeholder and their expectations are not met (Affare, 2012).

In Rwanda, USAID (2017) argues that one of the crucial design principles in its programs and projects is that local communities and secondary stakeholder such as the Government must play a key role in identifying development activities. In Rwanda, properly managed Stakeholder participation contributes to consensus, facilitates acceptance of proposals and eases execution. However, the project team need to show commitment, transparency and tolerate alternative views, ideas, time and human resource.

Thanks to the NGO's role, the Government of Rwanda has welcomed different NGOs to work in Rwanda to improve the local community. In this regard, in December 2018, USAID and ActionAid Rwanda signed Cooperation with the Government of Rwanda to support a bid to develop the country's economic development and reduction of poverty among Rwandan population in line with government targets set for the sector through Vision 2020. Faith Victory Association in partnership is implementing Speak Out Project with the aim of addressing sexual and reproductive health rights and gender based violence in Karongi, Nyanza, Gisagara and Nyaruguru districts by Educating children about reproductive health and GBV for girls and boys especially for girls, teaching teen mothers about GBV and reproductive health, put teen mothers in groups and teach them to save and help teen mothers get justice by taking them to RIB and Isange one stop center for free; counseling for couples with conflicts and counseling of teen mothers and their parents. The project started in 2018 to be ended in 2021 (FVA, 2020). Hence the need for this study is to answer the influence of stakeholder participation in project performance in Rwanda with reference of Speak Out project implemented by FVA.

1.2 Problem Statement

For long time, development assistance has had lasting history of implementation of project which fails shortly after the agency has withdrawn her funds. Most of these interventions implemented are not effective in achieving set goal and objectives (Oreyo *et al.*, 2016). Stakeholder expects to be involved in decision making process within the project cycle. There is low community awareness and involvement in the project funded by Government and NGOs in Rwanda (Mwangi, 2016).

In most cases the community and stakeholder are only viewed as beneficiary and hurdle in implementing the project (Ahenkan *et al.*, 2019). According to Green hall and Revere (2019) most of implementing partner find difficulties where the participation of communities and other stakeholder are present as they have little competence and capacities as well as illiterate in running the project, while Karl (2000) view local people participation in development intervention will achieve their objective if the targeted group or affected population will be included in the social change process.

Many projects in Rwanda have consistently ran over budget, over time, failed to meet final product requirements, customer needs, and management goals despite efforts to make them successful (UNICEF,2020). These initiatives have a high failure rate, which may be because important stakeholder wasn't included in project activities. Despite the fact that the need of stakeholder participation in development is becoming increasingly clear, little effort has been put into making it a reality. The completion of these projects is the main issue in Rwanda since inadequate stakeholder participation has led to their failure and alarming rate of decline in use. The concept of participation is not well understood and there has not been an agreement on what it really involves and when it is really necessary to include it. Like most concepts which are discarded when not understood, participation also risks being discarded as a result of being misunderstood (Kobusingye *et al.*, 2017). While an ideal situation would be to have opportunity for stakeholder to participate throughout the project cycle, most projects seek participation in isolated episodes during the project and others still, adopt induced participation as opposed to voluntary participation. If this practice continues, losses will continue to occur as most projects will suffer lack of sustainability as soon as donors withdraw support. It is on this premise that the study seeks to establish the Stakeholder participation in successfully performance of project in Rwanda with reference of Speak Out project implemented by Faith Victory Association.

1.3 Objective of the study

The purpose of the study was to investigate the influence of Stakeholder participation on project performance in Rwanda with reference of Speak Out project implemented by Faith Victory Association

The study was guided by the following objectives;

- 1) To determine influence of stakeholder participation in project identification on performance of Speak Out project.
- 2) To examine influence of stakeholder participation in project planning on performance of Speak Out project.
- 3) To establish influence of stakeholder participation in project monitoring and evaluation on performance of Speak Out project.
- 4) To find out influence of stakeholder participation in resource mobilization and evaluation on performance of Speak Out project.

1.4 Research hypotheses

H₀₁: There is no significant influence of stakeholder participation in project identification on performance of Speak Out project.

H₀₂: There is no significant influence of stakeholder participation in project planning on performance of Speak Out project.

H₀₃: There is no significant influence of stakeholder participation in project monitoring and evaluation on performance of Speak Out project.

H₀₄: There is no significant influence of stakeholder participation in resource mobilization and evaluation on performance of Speak Out project.

2. LITERATURE REVIEW

The section focuses on the review of related empirical and related theoretical literature on Stakeholder participation in project implementation. The review was undertaken based on study themes. The section also contains a theoretical foundation of the study, a conceptual framework and a knowledge gap.

2.1. Conceptual review

Stakeholder participation in project identification and project performance

The project identification stage is described by Chikati (2010) as the point at which a project is recognized as an idea or prospect deserving of further investigation. Within an organization, there is a repeatable process for identifying problems that need to be solved as well as the requirements and interests of potential beneficiaries and stakeholder. This process begins with an awareness of the business's mission and goals. The issues are examined, along with the most practical and successful interventions, and suggestions for projects and other initiatives are found and evaluated. An essential step in the proposal preparation process is conducting a feasibility analysis as part of project preparation and conceptualization. Its goal is to give stakeholder the information they need to decide whether to move forward with the project and which solutions would be the best. The normal identification and selection procedure will involve analyzing and ranking the many competing proposals, establishing resource requirements, and authorizing and funding the project that is most likely to succeed. As a result, the business opportunity or problem is discovered, a project is created, and a project team is selected to create and deliver the solution to the client or end user (Westland, 2006).

Stakeholder participation in project planning and project performance

According to Project Management Institute (2013), it is essential to carry out resource planning which is the process of determining the people, equipment, materials and other resources that are needed, and in what quantities in order to perform project activities and optimize the use of available resources throughout the project cycle. These resources are then estimated and the activities budgeted for dependent on the project budgetary planning cycle or funding limits for the particular periods. These activities are then scheduled over the planning period by the project team in consultation with the beneficiaries. Finally, human resource planning is carried out by identifying, documenting and assigning project roles, responsibilities and reporting relationships.

According to Save the Children (2010), practice shows that institutions, NGOs, governments and donors are acknowledging the development, role and importance of Stakeholder participation in development activities and are seeing the benefits. However, in many contexts and for different reasons, stakeholder tend to be more involved in implementing, monitoring and evaluating programs, and less involved in strategic planning and the design of programs. Save the Children, (2013) further states that each program and project should be planned and designed with a goal of increasing the realization of stakeholder's rights to survival, protection, development and or participation. Stakeholder participation in project planning will thus influence the project design and the realization of their right to participation.

Stakeholder participation in monitoring and evaluation and implementation of Projects

World Bank (2010), participatory monitoring and assessment is a procedure through which stakeholder at different dimensions take part in monitoring or potentially assessing a specific project, program or arrangement share power over the substance, the procedure and the consequences of the monitoring and assessment movement and take part in taking or distinguishing remedial activities. Participatory M and E centers around the dynamic engagement of essential stakeholder. Stakeholder participatory monitoring impact accomplishment in ecological control project. The Participation of project-influenced stakeholder in monitoring ecological and social effects and alleviation prompted achievement in natural administration. It is additionally great practice. In connection to a stakeholder contribution in project monitoring, care ought to be taken in the selection of delegates and the choice procedure ought to be straightforward. Participation of the stakeholder in supervision and monitoring has huge impact on the project result. The effects of stakeholder Participation are similarly thought about the execution of projects. Coulter (2010) centers around association issues in his examination which assume significant job in project result.

Participation of the stakeholder is a component of authoritative ability that bargains with stakeholder-related basic leadership, with regards to program execution. They found that compelling basic leadership through Participation with stakeholder influences association's project execution. Glass (2012) noticed that a system of project answering to make auto versatile emanation control procedures, activities and accomplishments increasingly straightforward, to build correspondence execution, build up a notoriety for capable conduct and accomplish set goals. Association of stakeholder through monitoring and detailing in auto portable control projects contributes by distinguishing difficulties around execution. Senior pioneers in associations can embrace stakeholder Participation as a chance to impact different associations and make arrangement to structures and procedures to help the vision and mission of project execution (Katiku, 2011).

Stakeholder participation in resource mobilization and implementation of project

Nyandemo & Kongere (2010) define project funding as an attempt in which labor, material and monetary resource are controlled so as to start a unique range of work of particular design in a specified period, rate and value in order to attain a desired outcome. It is an activity involving series of prearranged and harmonized actions and procedures for carrying out identification, training, review and execution of project.

Gitonga (2010) describes venture funding as a procedure of developing and maintaining a project plan that provides supporting details to the project definitions in terms of resources, time, cost, and scope and quality plan schedules. He further indicates that reasons for project funding include developing a strategy that would convey the mission aims and that the critical extents of period, budget, value and scope can never be accomplished if a project design is not in place.

2.2. Theoretical Framework

Theories are sets of agreed statements and facts for given phenomena. Theoretical framework helps dissect existing statements of facts that have been accepted by scholars and peer reviewers to offer technical underpinning for a given academic concept or philosophy. This study integrates three theories notably: System theory, Resource Dependency Theory and Theory of change. The three theories supplement each other as the stakeholder's theory addresses the question of importance of stakeholder' engagement to the firm while resource-based theory addresses the aspect of resource as enabling and motivating factor in stakeholder' engagement.

System theory

The study shall be based on the general systems theory by Ludwig von Bertalanffy (1946). This section explains the theory briefly and its applicability in this research project. Systems theory is an interdisciplinary theory that is concerned with multifaceted structures in the society. It is used as a

framework to investigate and describe groups that work together to produce a common result (General System Theory by Ludwig von Bertalanffy; 1946).

In applying the theory, the study holds the view that a project (system) comprises various elements (in this case stakeholder); the donors, implementing agencies and beneficiaries, among others. These interact and all have a key role in contributing to the success of a project. Neglecting one element had an effect on the project performance. Stakeholder participation is one attribute that has been overlooked resulting in project failure. Therefore, increasing participation by stakeholder contributed to the good of the whole.

Resource Dependency Theory

Pfeffer and Salancik came up with this theory in 1978 through their publication *The External Control of Organizations: A Resource Dependence Perspective*. Since this theory was developed, it has been embraced for its influence on organizational theory as well as strategic management (Hillman, Withers & Collins, 2009). According to this theory organization uses resources to undertake their functions and achieve results. Resource Dependency Theory concerns the way organization's behavior is affected by external resources it utilizes such as raw materials. The resources are always in scarce supply and are sourced from an external environment.

Monitoring and evaluation is a resource intensive process. Gathering and analyzing data to generate useful information requires the allocation and use of human resources, financial resources as well as equipment. These resources can only be sourced from the external environment that is the community, the government or training institutions. Allocation of financial resources to Speak Out project fosters positivity in the performance of those projects. This theory is therefore relevant to stakeholder participation in resource mobilization variable would be added value for project implementation to enhance the performance of Speak Out project.

Theory of change

Theory of change was originated in the onset of 1990s with work undertaken by the Aspen Institute Roundtable. It proposed theory of change as an approach for evaluating community development programmes (De Silva, Lee & Ryan, 2014).

According to Andrea Anderson, a theory of change (ToFC) describes how all necessary early and intermediate outcomes related to achieving the desired long-term change will be achieved and will be recorded as they happen. It also articulates assumptions about the process through which change will occur. Anderson goes on to say that a theory of change only describes how a group of stakeholder anticipates achieving a long-term objective.

Based on this explanation it is in order first to say that this theory supports our dependent variable here. Secondly, theory of change is relevant to our independent variables such as project identification and planning as they directly relate to the overall project performance resulting from the success of Speak Out project.

2.3 Empirical review

Kalu and Rugami (2021) conducted research on the connection between Kenya Ports Authority infrastructure project implementation and stakeholder participation. The goal of the study was to look at how Kenya Ports Authority stakeholder participated in and carried out infrastructure projects. A descriptive survey research design was used in the study. The study found that stakeholder empowerment, communication, and grievance management significantly and favorably impacted project execution. This study found that managing grievances offers a way to lower project risk, a useful channel for expressing concerns, and a way to foster a relationship that is mutually beneficial

for project implementation. Effective communication, on the other hand, aids the organization in developing positive relationships with the project stakeholder.

Kobusingye *et al.* (2017), did the study on the influence of stakeholder participation on project outcomes. a case of water, sanitation, and hygiene (WASH) project in Rwanda. This study found that stakeholder participation in project initiation, planning, implementation, and review contributed to project outcome. This study found that stakeholder participation in project performance contributed most to project outcome ($r = 0.971$) followed by project review ($r = 0.681$), then project planning ($r = 0.651$) while projects identification ($r = 0.571$) had the least influence on project outcome. The study recommends that enough funds and skills should be allocated to projects.

2.3.1. Stakeholder participation in project identification on project performance

Wera (2016), did the study on the influence of project identification process on project performance: a case of African Inland child and community agency for development, vocational training project, Kibra Constituency. The study discovered that the performance of the TVET project will be positively impacted by effective problem analysis during the AICCAD TVET Project identification process. The study found that the performance of TVET projects was influenced by risk management during the project identification process. The study found that while bad project problem analysis would limit turning challenges into desired situations for the community, effective objective analysis throughout the AICCAD TVET Project identification process had a favorable impact on TVET project performance.

2.3.2. Stakeholder participation in project planning on project performance

Matu *et al.* (2020), did the study on the Stakeholder engagement in Project Planning: Prerequisite to Effective Completion of Urban Road Transport Infrastructure Projects in Kenya. According to the research, the completion of urban road transport infrastructure projects in Kenya was positively and significantly influenced by stakeholder involvement in project design ($r = 0.838$, $R^2 = 0.703$, $F(4, 209) = 123.43$, $p < 0.001$). Stakeholder involvement in project planning accounts for 70.3% of the variability in the completion rates of urban road transport infrastructure projects in Kenya, according to the R^2 value of 0.703. The study came to the conclusion that the success of urban road transport infrastructure projects in Kenya is greatly influenced by stakeholder participation in project design.

2.3.3. Stakeholder participation in project resource Mobilization on project performance

Muniu *et al.* (2017) conducted research on the sustainability of community water projects in Kenya as a result of community participation in resource mobilization. The study found that community involvement in resource mobilization had a substantial independent impact ($p < 0.000$) on the viability of community water projects at the 5% level of significance. The degree of project sustainability was positively connected with the participation's strength, which increased from weak to moderate to strong. The study suggests that community initiatives make sure that project beneficiaries are involved in all phases of the project's performance and management in order to maintain project sustainability.

2.3.4. Stakeholder participation in project monitoring and evaluation on project performance

Tuyiramye and Mulyungi (2018), conducted the study on the contribution of Stakeholder Participation in Monitoring and Evaluation Planning in Promoting the Funded Project Sustainability; A Case of Rwanda Health System Strengthening Project (RSSP). The findings revealed that stakeholder' contribution, stakeholder's participation and stakeholder' communication contribute the project sustainability, where ($R = 0.953$). This implies that Stakeholder' contribution, Stakeholder's participation and Stakeholder' communication have positive contribution on Project sustainability. The sig value (0.000) less than the level significance (0.05). The F-statistics ($F = 214.145$) is far greater than the P-value (0.000). Using linear regression analysis from SPSS data bases, shows that Stakeholder' contribution, Stakeholder's participation and Stakeholder' communication were significant with (sig = 0.000 and 0.01), this means that all variables influence the project sustainability.

The conclusion drawn from the study is that stakeholder participation in various forms promoted project sustainability.

2.4. Conceptual framework

According to Mathieson, (2001), a conceptual framework is a written or virtual product that explains, either in narrative or in graphical form, the main things to be studied, the key elements being variables, concepts and the presumed relationships among them. 'The study was conceptualized upon the premise that there is a direct link between the independent variables (Stakeholder influence in Project identification, Stakeholder influence in Project planning, Stakeholder influence in M&E and Stakeholder influence in resource mobilization) and the dependent variable is performance of projects in Rwanda measured by project completion within time, project completion within Scope, project completion within budget and project completion within quality delivery as described in Figure 1.

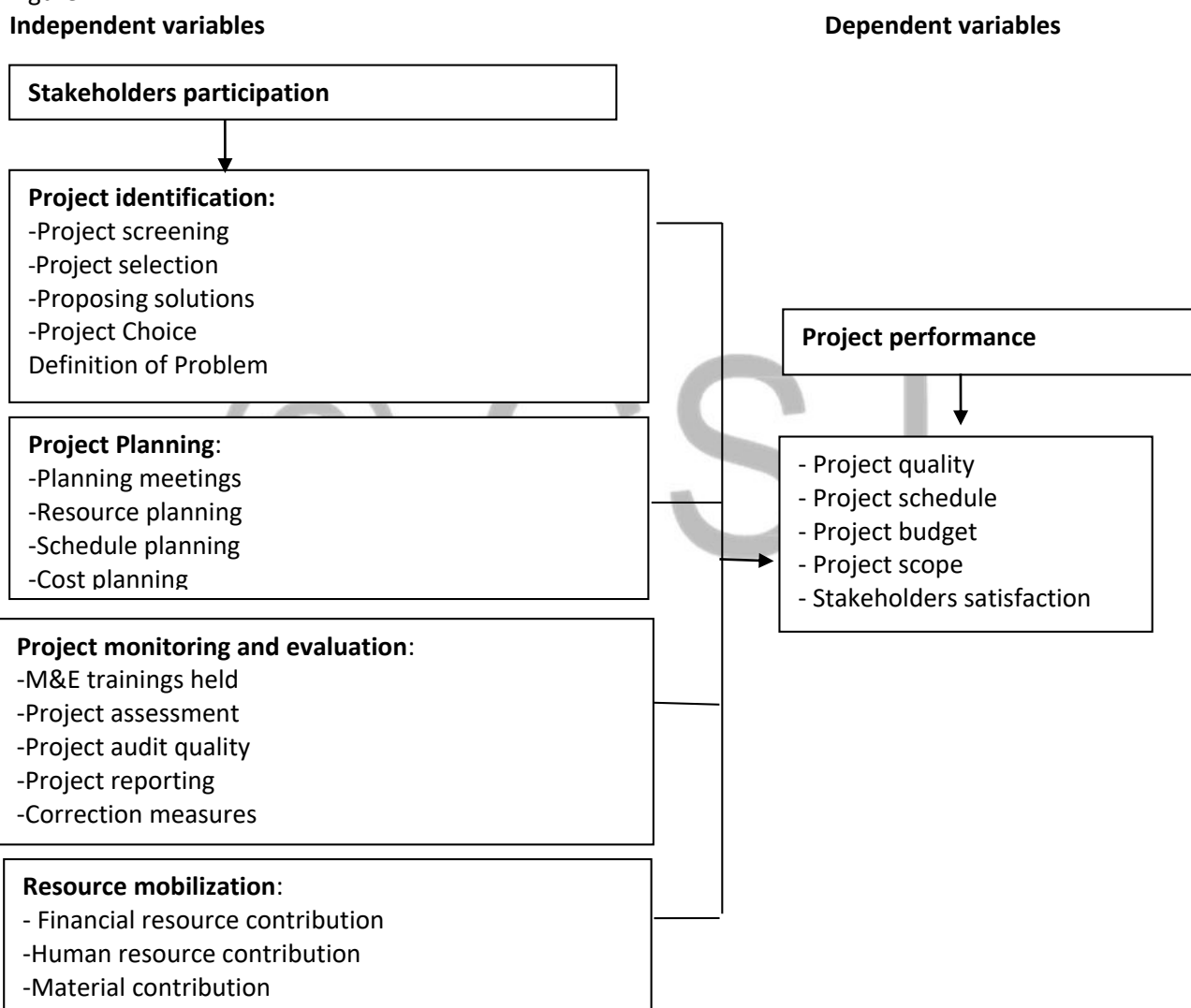


Figure 1: Conceptual framework

2.5. Research gap

This literature review has presented some of the latest academic thinking and theories on the contribution of Stakeholder participation make in the implementation of projects. Many of these sources strongly support the importance of Stakeholder participation in project implementation. However, few of these sources show how genuine participation of stakeholder in project cycle management bears direct positive impact in successful project implementation. From the reviewed literature on stakeholder participation in projects, it is evident that many questions remain unanswered. The study sought to bring out how Stakeholder participation on project performance in Speak Out project was conducted.

For instance, the study done by Onditi (2017) and Ochunga (2016) have methodological gap especially in research design where they used descriptive research design which is not possible to show the effect of independent variable on dependent variable.

Hence, the current study adopted both descriptive and correlational research design to indicate the effect of stakeholder participation on Performance of Speak Out project by using correlation and regression analysis.

The study done by Tuyiramye and Mulyungi (2018), had gap in the results where they did not show statistics influence of stakeholder' participation on Rwanda's public projects' performance. Hence the current study used multiple linear regression analysis to establish the effect of each predictor of stakeholder participation such as project identification, project planning, project monitoring and evaluation and resource mobilization on performance of Speak Out project. This study therefore intends to fill these pertinent gaps in literature by studying the effects of stakeholder participation on project performance in Rwanda, a case of Speak Out project.

3. RESEARCH METHODOLOGY

This methodology section covers such elements as research design, target population, sample size and sampling technique. It also demonstrates the research instruments employed in the study, the measures to test the study's reliability and validity, the data collection procedure, data analysis techniques, and finally, the ethical consideration that during the study employed.

3.1 Research Design

The descriptive research design was useful in describing stakeholder' participation in project identification and planning, project monitoring and evaluation and participation in project resource mobilization and also, descriptive research design was used in describing the level of performance of Speak Out project in terms of project quality, project schedule, project budget, project scope and stakeholder satisfaction. The study also used correlational research design to establish the relationship between stakeholder participation and performance of Speak Out project.

3.2 Target Population

According to Kothari (2011), a population refers to the total items that require information. Based on the nature of research objectives, the study used project beneficiaries and project staffs of Speak Out project. The study population is 562 stakeholder composed by 62 employees of Speak Out project and 100 representative of clubs where in Karongi 32, Nyanza, 29, Gisagara 25 and Nyaruguru 14) and 400 VAWG survivors.

3.3 Sample Size and sampling technique

Since, total population is 562 stakeholder of Speak Out project which is great than 100, the researcher used Yamane (1967) provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Where: n= the sample size,
N= the sample frame and
e= the margin of error (5%).

$$n = \frac{562}{1 + 562 (0.05)^2} = \frac{562}{2.405} = 233.67 \approx 234$$

Table 1: Sampling techniques

Main Project Stakeholder	Population size	Sample size	Sampling techniques
Employees of Speak Out project	62	62	Universal sampling technique
Beneficiaries of Speak Out project	500	172	Simple random sampling technique

Source: Researcher determined, 2022

Since, employees of Speak Out project is less than one hundred, study used universal sampling technique because all (62) employees of Speak Out project was included in this study. Therefore, 172 beneficiaries of Speak Out project were selected by using simple random sampling technique because each beneficiary have equal chance of being selected in this study to provide information regarding to effect of stakeholder participation on Performance of Speak Out project.

3.4 Data Collection instruments

The study incorporated various tools in data collection to come up with sound, concrete and credible research findings. Therefore, the researcher amalgamated the use of questionnaires and documentary analysis to collect primary data.

Pilot Testing of Instruments

The pilot study was initiated for the purposes of conducting an assessment of the suitability or appropriateness of the research design and the questionnaire to be used. It was from the pilot testing phase that the researcher was able to gauge the depth of interviewees’ understanding with regard to the questions posed in the instrument. In addition, pilot testing enabled the discovery of any inherent weaknesses in the questionnaires or the survey technique. Pre-testing was also a mean for gauging the time needed to administer the questionnaire. The pilot testing facilitated the identification of the key issues that needed to be addressed before the final study was conducted. Conventionally, it is advisable to sample 10% of the target population for the pre-test exercise (Kothari, 2004). Accordingly, the study pretested use 29 questionnaires. The pre-testing was administered among the members of the ACHIEVE management committees, since their principal duty is resources mobilization for early years’ education centers and programmes.

3.5 Data Analysis

According to Creswell (2013), the data analysis allows the researcher to organize the data collected during the study to assess and evaluate the findings to arrive at some reasonable, valid and relevant conclusion. This section deals with the methods of analysis used by the researcher. Multiple regression analysis was used to analyze the data.

The present study adopted the following model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Where: Y = Performance of Speak Out project, $\{\beta_i; i=1,2,3 \text{ and } 4\}$ = The coefficients representing the various independent variables. B_0 = the Y intercept

$\{X_i; i=1,2,3 \text{ and } 4\}$ = Values of the various independent (covariates) variables.

e = the error term which is assumed to have a mean distribution of zero and constant variance,

X_1 = Stakeholder participation in project identification,

X_2 = Stakeholder participation in project planning,

X_3 = Stakeholder participation in project monitoring and evaluation

X_4 = Stakeholder participation in resource mobilization

Hypothesis verification

The result of a statistical test, denoted p , shall be interpreted as follows, the null hypothesis H_0 is rejected if $p < 0.05$ level of significant. The regression was conducted using a multistage analysis which involving first running the R2 and F-test without the moderator while the second stage involved running the tests with the moderator included. The purpose was to compare the changes in R2 value and F-value to determine the effect of the moderator in the relationship between independent variables and the dependent variables. Presence of a significant difference would indicate significant effect of the moderator. Hypotheses in the study was tested using beta, t and p values. The test was done at 95% confidence level, 1 tailed test. This implies that the significance value was set at 0.05. The values less than 0.05 was deemed as significant while those greater than the significance value was deemed to be insignificant (Yin, 2011).

4. PRESENTATION, ANALYSIS AND INTEPRETATION OF FINDINGS

This section is a presentation of the research findings gained from field responses and data. This section presents data analysis and interpretation of the research findings based on the research objectives. It helps to respond the general objective study which is to find out the relationship between stakeholder participation and performance of Speak out Project.

Table 2: Correlations analysis

		X1	X2	X3	X4	Y
Project identification	Pearson Correlation	1				
Project Planning	Pearson Correlation	.662**	1			
Project monitoring and evaluation	Pearson Correlation	.246**	.338**	1		
Resource mobilization	Pearson Correlation	.458**	.499**	.285**	1	
Performance of Speak out Project	Pearson Correlation	.568**	.680**	.548**	.554**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

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

The results from table 2, indicate that there is significant moderate positive relationship between stakeholder participation in project identification and performance of Speak out Project at ($r=0.568^{**}$, $p\text{-value}=0.000 < 0.05$) which implies that an increase of stakeholder participation in project identification would increase to performance of Speak out Project. These findings were similar to that of Onditi and Ouma (2017) that investigated the role of stakeholder's involvement on sustainability of CDF projects and established that stakeholder participation in project identification had 75% significance influence on sustainability.

The results from table 2, indicate that there is significant moderate positive relationship between stakeholder participation in Project Planning and performance of Speak out Project at ($r=0.680^{**}$, p -

value<0.05) which implies that an increase of stakeholder participation in Project Planning would increase to performance of Speak out Project. This implies that an increase of stakeholder participation in project planning leads to the positive change to performance of Speak out Project. Correlation analysis revealed the involvement of stakeholder in project planning to be significantly and positively related to project performance. These findings are similar to that of Mulyungi and Mungatu (2017) which evaluated stakeholder' involvement in project outcome and established that stakeholder' involvement in project initiation, planning, implementation, and review contributed to project outcome

The results from table 2, indicate that there is significant moderate positive relationship between stakeholder participation in Project monitoring and evaluation and performance of Speak out Project at ($r= 0.548^{**}$, $p\text{-value}<0.05$) which implies that an increase of stakeholder participation in project monitoring and evaluation would increase to performance of Speak out Project. This implies that an increase of stakeholder participation in project monitoring and evaluation leads to the positive change to performance of Speak out Project. These findings are similar to that of Galaz (2015), which state that noted that involvement of stakeholder through monitoring and reporting in auto mobile control projects contributes by identifying challenges around performance.

The results from table 2, indicate that there is significant moderate positive relationship between stakeholder participation in resource mobilization and performance of Speak out Project at ($r=0.554^{**}$, $p\text{-value}=0.000<0.05$) which implies that an increase of stakeholder participation in resource mobilization would increase to performance of Speak out Project. These findings are similar to that of Temba (2015) which assessed the role of stakeholder's participation in promoting sustainability of donor funded project. The study found that the major role of stakeholder's participation in donor funded projects was mainly in form of Resource mobilization, Collaboration and partnership, Material contribution, and citizen control influenced project performance. It can further be concluded that resource mobilization is a significant predictor of project success, this can also imply that when resources which are in form of finance, human resource and material resources are fully available, this was important since projects was supported to the end and there was no financial challenge that may hinder project continuity. Project success among NGOs, can reply on stakeholder engagement and proper resource mobilization if there is need for growth, this is because stakeholder engagement and resource mobilization were found to be significant predictors of project success. Though other factors can be considered but NGOs need be aware that these explain 43.6% of the changes in project success.

Table 3: Test for Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Project identification	.540	1.850
	Project Planning	.494	2.025
	Project monitoring and evaluation	.868	1.153
	Resource mobilization	.708	1.413

a. Dependent Variable: Performance of Speak out Project

Source: Primary data, 2022

Table 3, indicated that all the independent variables were not highly correlated with each other as indicated by the Variance Inflation Factors (VIF) of below five. Since all four variables has VIF which is less than 5 indicating that there is no multicollinearity. Therefore, all variable of predictors will be included in the model.

Table 4: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Project identification	.747	234	.305 ^a	.870	234	.055
Project Planning	.760	234	.301 ^a	.744	234	.051
Project monitoring and evaluation	.739	234	.308 ^a	.908	234	.145
Resource mobilization	.709	234	.300 ^a	.899	234	.123
Performance of Speak out Project	.763	234	.305 ^a	.791	234	.082

a. Lilliefors Significance Correction

Source: Primary data, 2022

The table 4, showing that Sig. value of Shapiro-Wilk of stakeholder involvement in project identification is equal to 0.055 which is great than 0.05 implies that stakeholder involvement in project identification data is normal because Sig. value of Shapiro-Wilk is great than 0.05 level of significant

The table 4, showing that Sig. value of Shapiro-Wilk of stakeholder involvement in project planning is equal to 0.051 which is great than 0.05 implies that stakeholder involvement in project planning data is normal because Sig. value of Shapiro-Wilk is great than 0.05 level of significant

The table 4, showing that Sig. value of Shapiro-Wilk of stakeholder involvement in project monitoring and evaluation is equal to 0.145 which is great than 0.05 implies that stakeholder involvement in monitoring and evaluation data is normal because Sig. value of Shapiro-Wilk is great than 0.05 level of significant

The table 4, showing that Sig. value of Shapiro-Wilk of stakeholder involvement in resource mobilization is equal to 0.123 which is great than 0.05 implies that stakeholder involvement in resource mobilization data is normal because Sig. value of Shapiro-Wilk is great than 0.05 level of significant

The table 4, showing that Sig. value of Shapiro-Wilk of performance of speak out Project is equal to 0.082 which is great than 0.05 implies that performance of Speak out Project data is normal because Sig. value of Shapiro-Wilk is great than 0.05 level of significant. The study concluded that since all variable both independent and dependent are normal distribute and allow the researcher to regress the model by using linear regression analysis. The implies that more that 5% chance of finding these sample data being normal distributed. These values are likely to have been sampled from a normal distribution. So the population distribution is probably normal distributed

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.630	.623	.30555

a. Predictors: (Constant), Resource mobilization, Project monitoring and evaluation, Project identification, Project Planning

The results from table 5, indicate that the value of adjusted r squared was 0.623(62.3%) an indication that there was variation of 62.3% on performance of Speak out Project was due to changes in stakeholder participation in resource mobilization, project monitoring and evaluation, project identification, project planning at 95% confidence interval. Additionally, this therefore means that factors not studied in this research contribute 37.7% of performance of Speak out Project. These

findings of this study are in line with Ekambaram (2014) who noted that stakeholder engagement might be a challenge to project success in terms of creating disagreements and uncertainties. However, stakeholder strongly influence project success, particularly for complex projects with heterogeneous stakeholder, and hence, understanding their influence is essential for successful project management and implementation. Sachs and Ruhli (2011), whose study, using a descriptive design revealed that the extent to which the firm devotes efforts to engage its stakeholder represents a strategic choice for managers about their firms' activities and has a bearing on project success. This is in line with a study carried out by Edelenbos, &Klijn, (2006) which established that it becomes very easy for the stakeholder to buy in and to implement the plan if they have been involved in the decision-making process. On the contrary, Dvir et al., (2008) noted that stakeholder may have varying opinions which affect project success.

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.389	4	9.097	97.439	.000 ^b
	Residual	21.380	229	.093		
	Total	57.769	233			

a. Dependent Variable: Performance of Speak out Project

b. Predictors: (Constant), Resource mobilization, Project monitoring and evaluation, Project identification, Project Planning

The findings in the table 6, indicate that the overall model was significant. The overall model was significant as shown by a calculated F statistic of 97.439 (p value 0.000). The calculated F statistics was large than the critical F statistic. The findings indicated that the variables: stakeholder participation in resource mobilization, project monitoring and evaluation, project identification, project planning are good predictors of performance of Speak out Project

Table 7: Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.304	.243		5.366	.000
Project identification(X1)	.144	.053	.148	2.712	.007
Project Planning(X2)	.391	.061	.366	6.406	.000
Project monitoring and evaluation(X3)	.341	.045	.328	7.605	.000
Resource mobilization(X4)	.199	.045	.210	4.392	.000

a. Dependent Variable: Performance of Speak out Project

$Y = (\beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e)$. This formuler becomes :

$$Y = 1.304 + 0.144X_1 + 0.391X_2 + 0.341X_3 + 0.199X_4$$

The regression equation has been established that taking all factors into account (stakeholder participation in resource mobilization, project monitoring and evaluation, project identification, project planning) constant at zero. Performance of Speak out Project was 1.304

Regression results revealed that stakeholder participation in project identification has significance influence in performance of Speak out Project as indicated by $\beta_1 = 0.144$, $p = 0.007 < 0.05$, $t = 2.712$. The implication is that an increase in stakeholder participation in project identification would lead to an

increase in Performance of Speak out Project by $\beta_1 = 0.144$ units. These findings were consistent with that of Van Aken (2011), who concluded that stakeholder participation in project identification have a significant effect on performance of projects

Regression results revealed that stakeholder participation in project planning has a positive and significance influence in performance of Speak out Project as indicated by $\beta_2 = 0.391$, $p = 0.000 < 0.05$, $t = 6.406$. The implication is that an increase in stakeholder participation in project planning would lead to an increase in performance of Speak out Project by $\beta_2 = 0.391$ units. These findings agreed with that of Kulkarni *et al.* (2014) who argued that benefits of stakeholder participation in the planning process which include a reduction in distrust of the project process or outcome, an increase in commitment to the project objectives and processes, and heightened credibility play a significant role in the overall performance of CDF projects.

The results further revealed that stakeholder participation in project monitoring and evaluation has a positive and significance influence in performance of Speak out Project as indicated by $\beta_3 = 0.341$, $p = 0.000 < 0.05$, $t = 7.605$. The implication is that an increase in stakeholder participation in project monitoring and evaluation would lead to an increase in performance of Speak out Project by $\beta_3 = 0.341$ units. These findings agreed with that of Gray and Larson (2008) the purpose of project control is to define outputs, outcomes and impacts of the project, as well as performance indicators and targets.

Regression results revealed that stakeholder participation in resource mobilization has a positive and significance influence in performance of Speak out Project as indicated by $\beta_4 = 0.199$, $p = 0.000 < 0.05$, $t = 7.882$. The implication is that an increase in stakeholder participation in resource mobilization would lead to an increase in Performance of Speak out Project by $\beta_4 = 0.199$ units.

Testing first null research hypothesis

The first hypotheses of the study stated that there is no significant influence of stakeholder participation in project identification on performance of Speak Out project. $H_{01}: \beta_1 = 0$. Reject the null hypothesis if p-value (Sig. value) is less than 0.05. Results in Table 7, regression coefficients of stakeholder participation in project identification (β_1) = 0.144 and p-value = 0.007 which is less than 5% of level of significant. The null hypothesis was rejected because regression results revealed that p-value calculated is less than 0.05(5%) level of significance. The findings disapproved the hypothesis since Project identification had a positive and significant effect on project performance at Speak Out Project basing on the regression coefficients of 0.144 (p-value = 0.007) which is less than 0.05, hence, the hypothesis was rejected. Hence, the study concluded that there is significant influence of stakeholder participation in project identification on performance of Speak Out project.

Testing second null research hypothesis

The second hypotheses of the study stated that there is no significant influence of stakeholder's participation in project planning on performance of Speak Out project. $H_{02}: \beta_2 = 0$. Reject the null hypothesis if p-value (Sig. value) is less than 0.05. Results in Table 7, regression coefficients of stakeholder's participation in project planning (β_2) = 0.391 and p-value = 0.0000 which is less than 5% of level of significant. The null hypothesis was rejected because regression results revealed that p-value calculate is less than 0.05(5%) level of significance. The findings disapproved the hypothesis since project planning had a positive and significant effect on project performance at Speak Out Project basing on the regression coefficients of 0.012 (p-value = 0.0000 which is less than 0.05), hence, the hypothesis was rejected. Hence, the study concluded that there is significant influence of stakeholder's participation in project planning on performance of Speak Out project

Testing third null research hypothesis

The third hypotheses of the study stated that there is no significant influence of stakeholder's participation in project monitoring and evaluation on performance of Speak Out project. $H_{03}: \beta_3 = 0$.

Reject the null hypothesis if p-value (Sig. value) is less than 0.05. Results in Table 7, regression coefficients of stakeholder's participation in project monitoring and evaluation (β_3) = 0.341 and p-value = 0.000 which is less than 5% of level of significant. The null hypothesis was rejected because regression results revealed that p-value calculate is less than 0.05(5%) level of significance. The findings disapproved the hypothesis since project funding had a positive and significant effect on project performance at Speak Out project basing on the regression coefficients of 0.341 (p-value = 0.000 which is less than 0.05), hence, the hypothesis was rejected. hence, the study concluded that there is significant influence of stakeholder's participation in project monitoring and evaluation on performance of Speak Out project

Testing fourth null research hypothesis

The fourth hypotheses of the study stated that there is no significant influence of stakeholder's participation in resource mobilization and evaluation on performance of Speak Out project. $H_{04}: \beta_4=0$. Reject the null hypothesis if p-value (Sig. value) is less than 0.05. Results in Table 7, regression coefficients of stakeholder's participation in resource mobilization (β_4) = 0.199 and p-value = 0.000 which is less than 5% of level of significant. The null hypothesis was rejected because regression results revealed that p-value calculate is less than 0.05(5%) level of significance. Hence, the study concluded that there is significant influence of stakeholder's participation in resource mobilization and evaluation on performance of Speak Out project.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Based on the study findings, the study concluded that influence of stakeholder participation on the performance of Speak Out Project was affected by the independent variables. Stakeholder participation in resource mobilization, project monitoring and evaluation, project identification, project planning were the major factors that mostly influence the influence of stakeholder participation on the performance of Speak Out Project.

The study concluded that stakeholder participation in project identification influence performance of Speak Out Project. Stakeholder participation in Speak Out Project enhances assessment of stakeholder resources; enhance undertaking problem analysis to understand extent of stakeholder contribution, improving decision making process and addressing the concerns of stakeholder was taken care of influencing Performance of Speak Out Project to a great extent.

The study concluded that stakeholder's Involvement in project planning influence stakeholder participation in budgeting for the project, identifying roles and responsibilities of personnel's, availing of resources, and intervene in securing donor funding influence project performance to a very great extent. The study concluded that stakeholder participation in Speak Out Project implementation influence performance of Speak Out Project.

From the findings, majority of the respondents indicated that stakeholder participation in resource mobilization through contribution of raw materials such intervene in securing donor funding to a very great extent. Stakeholder participation in offering grants, project officials preparing the project budget and determining what to purchase for the project and holding a kick-off meeting are also generally advisable and holding culture events in support of the project in Speak Out Project implementation influence its performance to a great extent.

The study concluded that stakeholder participation inquiring in project monitoring of resource, taking action to collect errors that project require, identification of deviation in the project influencing project performance to a very great extent. The study concluded that stakeholder participation led to cost efficiency, customer satisfaction, timeliness, reduction in project costs deviation and reduction in operation costs to a great extent'

5.2. Recommendations

The study recommends that stakeholder participation in project identification should be enhanced as this would contribute significantly to performance of Speak Out Project through enhancing support of the project, undertaking problem analysis to understand extent of stakeholder contribution, improving decision making process and addressing the concerns of stakeholder was taken care influencing performance of Speak Out Project.

The study therefore recommends that the community should play a critical role in decision making because they are the beneficiaries of the projects and know well projects are beneficial to them.

Therefore, all the stakeholder should be involved in the choosing the project location, analyzing the needs of the community in terms of the type of school and in financial analysis of the costs and benefits.

The partners should let the beneficiaries participate in the activities as they are the one who know what they need and the exact specification. They should also make sure that the post completion satisfaction of the users is met not only receiving physical end result of the project and think that everything is fine.

5.3. Suggestion for further research

From the study and related conclusions, the researcher recommends further research in the influence of stakeholder' involvement on sustainability of project in the Rwanda. Further studies should be done on the factors influencing sustainability of projects in other projects. The study recommends further research on:

1. Influence of project stakeholder participation in implementation of urban based projects since this study was conducted in a rural set up.
2. Barriers to effective project stakeholder participation in project implementation since the research show that stakeholder participation is not fully embraced.

A study should also be done on the factors influencing performance of other projects funded by the government for example computer for schools' project funds.

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