



STAKEHOLDERS' ENGAGEMENT AND PERFORMANCE OF COFFEE PROJECTS IN RWANDA: A CASE OF RWANDA MARKET BUILDING FOR PEOPLE AND PROSPERITY

Aimable NSHIMIYE¹,

Dr. Eugenia Nkechi Irechukwu²

¹ School of Business Management, Mount Kenya University,
Kigali, Rwanda

² Master of Business Administration, Project Management Option

Abstract

The purpose of this study is to examine the role of stakeholders engagement and performance of coffee projects in Rwanda with the particular goals: To determine the effect of involvement of local stakeholders on performance of coffee projects; to examine the effect of clarification of responsibilities on performance of coffee projects; to establish the effect of team collaboration on performance of coffee projects and to evaluate the effect of communication of stakeholders on performance of coffee projects. It could be a subjective examination that includes cautious perception of a situation. The analyst utilized surveys to gather information, as distant as this consider is concerned, the populace was comprised of people, staff management and partners of Rwanda Market Building for People and Prosperity focusing on 174 workers. In this way, sample sizes of 174 individuals were considered to answer formulated questions. Universal sampling, as all population was questioned. The sample was made by number the staff management, stakeholders and employees of Rwanda Market Building for People and Prosperity respondents who will be involved in interaction with researcher. Research was adopted the questionnaire for collecting primary data and documentation review to collect secondary data. Pilot study was performed to ensure the validity and reliability of data collection instrument. The data will be analyzed through Statistical Product and Service Solutions to percentage, mean standard deviation, Pearson Coefficient Correlational and Multiple regressions linear. Rwanda Market Building for People and Prosperity develops easy accessibility of the products on local markets at affordable price with its uniqueness as it can be seen where 60 (34.4%) agreed and 88(50.5%) strongly agreed that Rwanda Market Building for People and Prosperity

develops easy accessibility of the products on local markets at affordable price with its uniqueness, 10 of respondents with 9.1% are neutral the statement while 10 of respondents with 5.7% are disagree. The strong mean and standard deviation of 4.22 and 0.039 respectively, implies that Rwanda Market Building for People and Prosperity develops easy accessibility of the products on local markets at affordable price with its uniqueness. The variation of Spearman Coefficient correlation is between -1 and 1. Spearman Coefficient correlation has significance when it is equal or greater than 0.01. According to the research, the correlation of 0.993 (91.4%) is located in the interval [0.75 - 1.00] categorized as positive and strong correlation. As the significant level is at 0.01 (1%), the p-value of 0.000 (i.e. 0.0%) is less than 1%. This leads to confirm that there is significant relationship between stakeholder's engagement and performance of coffee projects. Based on the findings of this study, in regards to focus areas of project identification, Rwanda Market Building for People and Prosperity should strive to ensure that more focus is directed towards indicators of the project and the components and deliverables of the project. Regarding the influence of planning on the performance of the project, Rwanda Market Building for People and Prosperity needs to adopt planning practices that involve different levels of stakeholders more, and most especially community members. Though a few respondents suggested that they had not participated in the project planning process and given the importance of project planning to the entire project, Rwanda Market Building for People and Prosperity project managers should ensure that the planning process is carried out with maximum transparency and that all stakeholders and the community are offered equal

chances to participate and offer their feedback and views.

1. Introduction

Development agencies in developed countries began to introduce concepts of stakeholder's engagement in projects and programmes in the late 1970s and early 1980s after lack of stakeholder's engagement was identified as a reason for the failure of many projects of coffee. Initially, emphasis was on popular stakeholders. In the past decade the promotion of stakeholder's engagement in development has become more widespread and the focus has widened to include other stakeholders as well. Stakeholder's action research aims to address both the practical concerns of stakeholders and the goals of research through people working together collaboratively on coffee projects. It is a political process because it entails people making changes together that affect others in their performance of coffee projects (Megan, 2015).

United State of America, stakeholder engagement is to build mutually beneficial in the project for long-term relationships with those who are affected by, or who can affect, a site or Anglo American more broadly. The more effectively sites engage, the more able and likely they are to address issues important to stakeholders. This leads to higher levels of trust and acceptance, (Barbara, 2015). These trends also have implications for how companies engage with stakeholders. Business leaders can no longer control the timing, content, or interpretation of the information that is disclosed about their projects. Transparency, timeliness, and accountability are increasingly emerging as fundamental characteristics of effective stakeholder engagement. Properly developed, these approaches can help project enhance their performance of operation and help communities become more resilient, (Jones, 2016).

Europeans' countries like German, United Kingdom and Suisse, Stakeholder's engagement can take place in different places of the project cycle and at different levels of society, and take many different forms. These can range along a continuum from contribution of inputs to predetermined projects and programmes, to information sharing, consultation, decision-making, partnership, and empowerment. Stakeholder's engagement is both a means and an end. As a means, it is a process in which people and communities cooperate and collaborate in development projects and programmes. As an end, stakeholder's is a process that empowers people and communities through acquiring skills, knowledge, and experience, leading to greater self-reliance and self-management.

Keywords: Stakeholders' engagement and performance of coffee projects.

In addition, Phua (2014) and Hermanta (2016) says that stakeholders are an integral part of a project and that projects can best achieve their objectives by integrating extended stakeholders in their core organizational strategies and operations organizational strategies and business. Newcombe (2015) defines project stakeholders as groups or individuals who have a stake in or expectation of the project performance and include clients, project managers, designers, subcontractors, suppliers, funding bodies, users and community at large. Identifying the most influential is essential for stakeholder engagement. Mitchell (2017) offered stakeholder saliency as a means of conceptualizing and measuring the validity of stakeholder claims. He defined stakeholder saliency as the extent to which a stakeholder is powerful, legitimate, and the claim is urgent, and suggested that stakeholder engagement helps managers of projects to identify who and what really matters in any given stakeholder decision. Stakeholder's engagement is nowadays a key element of projects performance. Stakeholders and citizens no longer accept to be the subject of an intervention without a certain degree of involvement and consultation. They want to make their voice heard and Policy makers will have to listen (European Network of Education councils, 2015).

Africa countries like Nigeria, the World Bank recognizes stakeholder's engagement as key for effective projects performance. Stakeholders of any project in a community need to have decisions concerning the project, and where possible to take part in its development and manage it on completion as well as with achieving its goals. This can be achieved through stakeholder's engagement, which according to Cernea (2015) is defined as "an active process by which stakeholder's groups influence the direction and execution of a development project with a view to enhancing their well-being in terms of income, personal growth, self-reliance or other values they cherish". The context of stakeholder's engagement should focus on the participation of beneficiaries, and not that of government personnel; that the joint or collaborative involvement of beneficiaries in groups is a hallmark of stakeholder's participation.

Stakeholder engagement in Africa can be a rewarding experience when the engagement process is customized based on individual stakeholder needs. Diverse stakeholders in the

project can have a positive impact on project activities as well as its performance, as feedback and inclusion can provide a different perspective on the competitive in business project. This is a valuable opportunity that a project takes advantage to improve projects performance and advance project strategies, (Francis and Tubey, 2017). Projects realize and understand the difference between stakeholder engagement groups and their capacity accordingly on local customs, cultures, traditions, values, diversity, and religious beliefs for effective and sustainable engagement. Only when project is aware of the various aspects that are significant to individual stakeholders can they create effective engagement strategies, as many of these aspects will impact the engagement process for project performance (Kirsi, 2016).

Stakeholder engagement in Kenya is a bidirectional process whereby an organization or a research team involves relevant stakeholders. Stakeholder engagement to strengthen referral of appropriate cases is crucial to realign the project performance and policy makers by improving relevance of strategies and accelerating project performance. Therefore, stakeholder's engagement is powerful tool of any project performance and being a valuable addition that helps make the project more successful (Conley & Moote, 2016). Relying on stakeholder's engagement could also affect the quality and accuracy of science because a compromise must be made to accommodate their views, at the expense of scientific knowledge, (Du Toit, *et al.* 2014).

This policy brief describes the results on how Rwanda coffee sector stakeholders from farmer cooperatives, government, exporters, non-profit organizations, and academia prioritized challenges in the industry between 2015 and 2018, and what they believed could help improve farmer investment. Different countries were a research project implemented by Michigan State University, University of Rwanda, Institute for Policy Analysis and Research, and the Global Knowledge Initiative in Rwanda which focused on farmer investment and productivity of coffee. The program included components on applied policy, household, and agronomic research, (2) capacity building, and policy engagement. Cooperatives of coffee in Rwanda promote policy engagement (workshops, policy roundtables and dialogues, etc.) for better products of coffee which can compete on international market, (Clay, 2018).

Rwanda has been said to be among the top performers in Sub Sahara Africa countries in achieving high performance in different projects

especially in coffee, (African Development Bank, 2015). Experience has shown that this performance doesn't enhance stakeholder's engagement especially in performance of coffee projects and there is lack of understanding of the development process itself, (Stiglitz, 2015). Here it is observed that the project is not performing well because of projects implementers do not want to share ideals with stakeholder's where the secret of the project still remains for implementers thus hamper project performance, lack of stakeholder's participation in monitoring and evaluation process caused many projects of Rwanda in general failed. The government of Rwanda has created a lot of development projects for different areas, and it put a lot of energy for those projects to succeed. The pressure from different donors at times forces the project managers to act beyond the normal management principles (Belagis, 2018).

The study done by Njogu (2019) indicated that 38% failed coffee projects was caused by lack of effective collaboration and poor communication of stakeholders. Further, the coffee project in Est Africa are more likely to experience poor performance at the extent of 48% due to ignoring the beneficiary's participation, poor allocating and implementing assigned responsibilities for the project stakeholders (Nduta, 2021).

According to Mansuri (2019), coffee projects in Rwanda are failed to perform well due to the different issues such as poor communication between stakeholders and communities, lack of beneficiaries' participation, lack of involvement for local stakeholders, lack of clarification of responsibilities and poor strategies to facilitate team collaboration. By consideration of above issues, research interests to assess the effects of stakeholder's engagement and performance of coffee projects in Rwanda with reference of Rwanda Market Building for People and Prosperity.

The objectives of the paper are:

- i) To determine the effect of involvement of local stakeholders on performance of coffee projects.
- ii) To examine the effect of clarification of responsibilities on performance of coffee projects.
- iii) To establish the influence of team collaboration on performance of coffee projects.
- iv) To evaluate the influence of communication of stakeholders on performance of coffee projects.

2. Review of Literature

Involvement of local stakeholders

Involving stakeholders in the project requires to identify them, to analyze them, to communicate with them and then to involve them in a project life. One of the first steps in project management planning is the identification of stakeholders. According to Mark (2013), Stakeholder identification is the process used to identify all stakeholders for a project. It is important to understand that not all stakeholders will have the same influence or effect on a project it is important to begin thinking about them now and helps provide a systematic way to identify stakeholders. An outcome of identifying stakeholders should be a project stakeholder register. This is not where the project team captures the names, contact information, titles, organizations, and other pertinent information of all stakeholders, nor will they be affected in the same manner.

As argued by EPO (2016), Stakeholders can be identified often during the preparation of other project planning deliverables. There are many ways to identify stakeholders for a project; however, it should be done in a methodical and logical way to ensure that stakeholders are not easily omitted. This may be done by looking at stakeholders organizationally, geographically, or by involvement with various project phases or outcomes. Phil (2013) highlighted that another way of determining stakeholders is to identify those who are directly impacted by the project and those who may be indirectly affected. This is a necessary tool during Stakeholder Management and will provide significant value for the project team to communicate with stakeholders in an organized manner.

To identify stakeholders, Ismek (2014) suggested techniques to use such as to be systematic by considering all aspects of the projects area of influence, to remember the interest groups, also to identify those groups or organizations that are not directly impacted by the project but whose interests determine them as stakeholders. Then use past stakeholder information by referring to previous similar projects can save time and flag up stakeholders risks, liabilities, or unresolved issues that can then be included in the analysis, Consider the entire project lifecycle because it is important to remember that both stakeholders and their interests may change as the project progresses, Consider all stages of the project when drawing up the stakeholder list and review it regularly as the project progresses and Consider People matter although stakeholders may be both organizations

and people, ultimately in communicating with individual people; make sure that you identify the correct individual stakeholders within each stakeholder group. After using these techniques, it is a time of identifying the stakeholders who are able of helping the project to succeed.

According to Bryson (2014) the second step of involving stakeholders is the stakeholder analysis. He avowed that Stakeholder analyses are now arguably more important than ever because of the increasingly interconnected nature of the world. According to Mark (2013) the stakeholder analysis process requires a close look at each stakeholder to gather more in-depth information in order to understand their impact, involvement, communication requirements, and preferences. These are the types of questions that must be answered to provide a complete analysis. According to Scott (2016) Many times a project team will create the stakeholder analysis by using the stakeholder register and simply adding a greater level of detail to each entry. It is recommended to leave these documents separate and create a stakeholder analysis independent of the register. The analysis may contain information that should not be distributed freely to all of the stakeholders as the register should be. In addition to the general information contained in the stakeholder register, the stakeholder analysis contains other relevant information for the project implementation barriers and the way of mitigation. Another stage of involving stakeholders is the communication. According to Shyla (2013) communications are most effective at engaging stakeholders when those stakeholders feel there is an opportunity for their voice to be heard, or for them to influence the outcome in some way. So, it's not just about Symantec telling people what we're doing, but it is about listening to diverse opinions and giving our stakeholders especially employees a sense of ownership in outcomes.

Clarification of responsibilities

Another important characteristic of effective teams is clear roles and responsibilities of team members. Roles that clearly delineate responsibilities from the beginning to the end of the tasks assigned help team members work together effectively (Kelly 2017). Team members need to understand their role in maintaining or supporting the team processes based on their function on the team and how they are expected to contribute the skills and expertise they bring to the team (MacMillian, 2014).

Teams function most efficiently when members share a common understanding of each other's roles and responsibilities. Indeed, one of the reasons why teams fail is a lack of clarity among team members regarding their respective roles, responsibilities, and the expectations they hold of one another when working together to accomplish their vision, mission, goals, and objectives. When roles and responsibilities are clearly defined, team members are more productive. There is less duplication of effort; less confusion, disappointment, and frustration; and greater productivity. When roles and responsibilities are clearly defined, team members look beyond their own individual positions and learn to understand, respect, and value the unique contributions of one another, and they recognize that the overall success of the team is a function of shared responsibility and ownership (Fanuel, 2016).

Team collaboration

Several models have been developed to present the necessary characteristics of effective teams. To discuss those characteristics, they have been grouped into six categories: team leadership, team direction, adequate resources including physical, financial, human and time; information; team processes and clear roles and responsibilities.

Team leadership

The leadership of a team is critical to its success whether the leader is appointed by a Project or selected by team members as discussed by MacMillian (2016) indicated that the leadership must be accepted by the team members. Research indicates that a leader's ability to serve as a facilitator is critical to the success of team according to (Holpp, 2015). A leader, whether designated by management or elected by the team members, that pulls out initiative, creativity and motivates exceptional levels of individual and collective performance from all team members leads to an effective team; Kelly, (2017). As teams develop many become self-directed and if those teams are to be successful it is recommended that all team members should have the same leadership skills and attributes as the team leaders as discussed by Campion, Medsker & Higgs, (2013); Hackmann & Walton, (2016); Holpp (2018); Mohrman, Cohen & Mohrman, (2015); & Yancey, (2016).

Team direction

It means that if there is a group of people who have the same thoughts and goals about the success of the company, then these people should work under one team, one plan and headed by a single supervisor to make sure that these goals and objectives that they have been met for the growth and success of the company (Hitesh Bhasin 2019).

Team Information

According to Axley (2014) there are two approaches that define communication in a team setting: the information engineering approach and the social construction approach. The information engineering approach defines communication as the linear transmission of messages through a conduit. According to Feldman (2016), Effective communication is therefore the accurate and unbroken transmission of information that results in understanding, such that receivers decode sent messages. Physical noise and psychological noise in the system comprise the main barriers to effective communication.

This model treats communication as a defined process that occurs within an already established social context. It does however limit the ability to appreciate powerful social dynamics. The social construction approach emphasizes how team communication can create the dynamic context in which people work. This view maintains that communication, rather than just a neutral conduit, is the primary social process through which a meaningful common world is constructed, as discussed by Craig (2017). From this perspective, efforts to improve information transmission are limited as they do not address how patterns of communication create and sustain a team's definition of itself.

Thus, team communication is both about transmission and social construction of reality, encompassing the explicit and implicit frameworks the team develops regarding appropriate goals, roles and behavior. Within a team, effective communication can create a centripetal force to draw team members as stressed by Eisenberg EM, (2018).

Resources

Resources represented by the people within the organization are visible and tangible resources and the characteristics of the people (qualities, knowledge, skills, manners, aspirations, expectations, values, behavior, etc.) and their relationships are perceived only as manifestations in the processes of work within the organization without taking physical, tangible shapes. Formal and informal resources are an awareness and consideration of the duality of formal and informal manifestations are important to any organization. By strategy, policies, regulations, methods, procedures, etc. people are given a certain way of deciding, acting and behaving (formal elements). In fact, all people in the organization have individual and informal group manifestations (objectives, roles, behavior norms, relationships, etc.) that strongly influence the functionality and results of the individual as well as of the others and of the organization (Erasmus, 2016).

Team processes

Groups of people working together for a common purpose have been a fundamental building block of human social organization. However, the modern concept of work in large organizations, developed in the late nineteenth and early twentieth centuries, involves work activity being conducted as a collection of individual jobs (Engels 2014).

A variety of global forces have unfolded over the last two decades which have resulted in a changing landscape in which organizations operate. For example, the need for organizations to respond to increasing national and international competition (Von Treuer & McMurray 2012) has highlighted the need for skill diversity, high levels of expertise and adaptability (Kozlowski & Ilgen 2006). Organizations worldwide have been pressured to restructure work around teams to enable more rapid, flexible, and adaptive responses to the unexpected. This shift in the structure of work has made team effectiveness a salient organizational concern (Kozlowski & Ilgen 2016).

Communication of stakeholders

Make occasions when info should be presented. These are for example Meetings One of the most common ways to communicate. They can vary from only person to thousands based on message and audience appropriate. It is up to you to maximize every minute of the time spent to have dialogue. Make sure it is a dialogue and not a monologue. It is the best way as you have the verbal and nonverbal cues that enhance the communication and avoid misinterpretation (Grurk, 2016).

Conference calls. These days this is the most common as it does not require the time and expense of travel. The dialogue can take place though it's dependent on voice intonation and clarity of the verbal message. They only require cost of phone call and there are many paid and free services that will facilitate use of a conference call line for many people to dial into. It's also a common way for classes to be recorded and replayed when it's convenient for you. Newsletters/Email/Posters. This strategy is one way communication and utilizes emailed updates, hard copy brochures, and posters, newsletters mailed or emailed. One of the weaknesses is that messages are delivered, and you cannot gauge if they were read and understood, deleted as sometimes there is no feedback (Grurk, 2016). That immediate feedback is valuable for strengthening your message and making sure impacts and feedback are quickly received.

Informal Methods: It is important to not only rely on formal channels but to utilize informal communication as well. The impromptu channels are often more information rich and critical for relationship building. Hallway Conversations,

Bathroom conversations: These meetings are great for one-on-one communication, but also be clear and do not establish false expectations with casual comments dropped. Lunch Meetings: Drink at the bar after work. These casual environments can be great for connecting, getting feedback, ideas, and work to build support. Sporting events: tennis, golf, etc. are an easy forum to get the input on what support exists, feedback on ideas, brainstorming to strengthen your communication and build stakeholder support. Voice mail: This is often underutilized since email is so common but still shown to be more often listened to than an email will be read. By using voice intonation for excitement, urgency, etc; it can be more compelling. This can be a solo voice mail, a voice mail broadcast to large team or you could pursue use of automated calling to get the word out depending on the size of audience. Ian (2014) continues by expressing that the following are strategies to use in stakeholder communication like Understanding: Stakeholders must understand what you are trying to achieve. Communication with employees and labor unions, for example, builds an understanding of your goals and the benefits to the audience if they help you achieve those goals. Communication with investors and shareholders helps you attract the funding you need for important investments. If you plan changes in your business that will have an impact on the local community, communication with local government agencies, pressure groups and the community will build an understanding of your aims. Influence-Communication helps you to build positive relationships with people and organizations, such as the media or special interest groups, who influence other stakeholders. Press releases, interviews with journalists and meetings with interest groups build understanding and ensure that communications from those groups reflect your point of view.

Dialogue-Communication with stakeholders builds dialogue. By setting up forums or inviting other forms of feedback, you can gain a better understanding of your stakeholders' interests and attitudes so that you can fine tune your communications. Using forums or other social media to communicate enables you to respond to critical comments or correct any misunderstandings. Communicating through social media can also spread your message further as stakeholders share attitudes with others. Power-Your communication program must focus on the stakeholders who have the greatest influence on your success. If government agencies or industry regulators are considering legislation that could cause problems for your business, for example, concentrating your communications on those groups ensures that they

take your point of view into account. Relationships-Communicating regularly with stakeholders and creating a positive understanding can help you build effective long-term relationships with key groups. A strong relationship brings a range of benefits. Communicating with customers can put you in a strong position when customers are making purchasing decisions. Supplier communications can help you to build a supply chain that is aligned with your needs. Shareholder communications can give you easier access to funds.

Performance of Coffee Projects

Success criteria should include hard metrics, such as delivering the project on time and within budget, achieving the project scope, meeting milestone dates, achieving cost targets, reaching specific goals, and managing project risks such as safety, health, environmental and security requirements. All the above metrics in the success criteria to evaluate the success of your project, it would be wise to use just three or four, particularly if you are a small private company just the delivery of project on time, within budget and achieving a specific task would be enough (Pinto & Prescott, 2013).

But if, for example, you are an industrial company working in the mining or energy sectors, you might want to include managing project risks, meeting safety and security requirements in the success criteria. As another example, if you are a company working in the environmental sector, it would be imperative to include health and environmental requirements as success criteria within your project plans. Customer satisfaction is also an important indicator of success or failure, regardless of sector or industry. Let's be honest, at the end of the day customer is king! For that reason, at the end of any project it's a good idea to send a questionnaire to all the stakeholders (senior management, customers, final users, the full project team, subcontractors,

3. Materials and Methods

The research was descriptive and analytical research design; it is key role in statistics and data analysis. Descriptive research classifies, describes, compares, and measures data; it is also identified characteristics, frequencies, trends, and categories for the stakeholder's engagement and performance of coffee projects in Rwanda. The study was based on a single case study to enable a broad cross section of researchers to facilitate the great understanding of the phenomenon and apply a series of statistical tests to help in the presentation of the data via mean, standard deviation, correlation and regression analysis.

Target Population

Population was the staff management, members and stakeholders of Rwanda Market Building for

etc.) to get some valuable feedback for your future project progress and project development (Henderson & Berla, 2014).

Hard facts and metrics are good, but don't underestimate the human side of things, such as the behaviour and attitudes of project managers or project teams, as well as team satisfaction, quality of daily work, and communication and collaboration among team members. It is always important to evaluate the human element of project management during complex projects (Jeffrey & Dennis, 2012).

There are also many combinations of criteria to evaluate the performance of a project manager. You could analyze the success of a project manager based on just one project, or you could evaluate them globally based on the number of projects he has successfully completed. You could even measure the performance of a project manager just by the way he motivates or inspires his team, rather than the successful completion of a project which (depending on the success criteria) may be subjective and dependent on various parameters (Hanson & Arthur, 2008).

Better still, an excellent measure of the success of a project manager is their ability to carefully manage a crisis. Are they able to turn a crisis into an opportunity? Can they navigate a team through the difficult terrain of office politics, keeping the goal of successfully finishing the project in mind? This skill is not to be underestimated. As with many professions, the approach and measurement of projects and project managers is highly influenced by human factors such as experience, personality and working styles. The trick is to acknowledge this as an influence even a positive early on, and benefit from what each person can bring to the table, while also being clear from the start about what success means to everybody (Francis & Tubey, 2012).

People and Prosperity and was comprised by 174 people. This was the study population though a convenient sample which was taken based on sampling design represented.

Sample Size

There are many ways of calculating sample size, but the researcher may need to calculate the necessary sample size for a different combination of levels of precision, confidence, and variability. Due to the information needed, the researcher decided to use all population as simple size thus simple was 174 respondents.

Sampling technique

Universal sampling

As all population was a sample size. The sample was, therefore, be made of number the staff

management, stakeholders and employees of Rwanda Market Building for People and Prosperity respondents who was involved in interaction with researcher.

Data Collection Methods

Data collection is the systematic gathering of data using a specified scientific process (Cooper & Schindler, 2014). Poor selection of data collection methods affects the collected data. Research was adopted the questionnaire for collecting primary data and documentation review to collect secondary data.

Here it follows a rationale that once questionnaires and other data collection tools have been administered the mass of collected raw data must be systematically organized in a manner that facilitates analysis. Thus, data from completed questionnaire was edited, categorized and entered into the computer SPSS and summarized using

simple frequency counts and percentage distribution for analysis, mean and standard deviation was used during data analysis. In relation to qualitative analysis the researcher used the collected information from the respondents to establish patterns and relationships with the area being studied. Quantitatively the researcher summarized data using descriptive statistics like graphs, percentages and frequencies which enabled the researcher to meaningfully describe the distribution of scores and measurements. Using these techniques, the presentation, analysis and interpretation of the findings made it easy to comprehend and draw conclusions were based on the findings. A regression model was provided a function that was describe the relationship between one or more independent variables and a response, dependent, or target variable.

4. Results

4.1 Perceptions of the Respondents on involvement of local stakeholders on performance of coffee projects

Indicators		SD	D	N	A	SA	Total	Frequency	
								Mean	SD
Rwanda Market Building for People and Prosperity inform stakeholders about the project	Frequency	0	0	12	78	84	174	4.67	0.543
	Percentage	0%	0%	6.4%	44.8%	48.2%	100%		
Rwanda Market Building for People and Prosperity consult with stakeholders	Frequency	0	6	20	78	70	174	4.43	0.725
	Percentage	0%	3.4%	11.4%	48.8%	40.2%	100%		
Rwanda Market Building for People and Prosperity, stakeholders will participate in the project	Frequency	0	2	19	81	72	174	4.21	0.966
	Percentage	0%	1.1%	10.9%	46.5%	41.3%	100%		

work

SD = strongly disagree, D= disagree, N= Not sure, A= agree, SA= strongly agree.

Source: Primary Data (2023)

Table for each indicator shows the percentage and frequency shows the mean and standard deviation of the responses elicited from the respondents. The findings show that Rwanda Market Building for People and Prosperity inform stakeholders about the project. None of the respondents neither disagreed nor strongly disagreed that Rwanda Market Building for People and Prosperity inform stakeholders about the project. The neutral responses comprised of 12(6.4%), 78(44.8%) respondents agreed that Rwanda Market Building for People and Prosperity inform stakeholders about the project while 84(48.2%) strongly agreed that Rwanda Market Building for People and Prosperity inform stakeholders about the project, with a mean of 4.67 and standard deviation of 0.543 as shown on that Rwanda Market Building for People and Prosperity inform stakeholders about the project.

It further depicts that 6(3.4%) of the respondents disagreed and were 20 (11.4%) neutral with the statement that Rwanda Market Building for People and Prosperity consult with stakeholders, 78(48.8%) agreed while 70(40.2%) strongly agreed, with a strong mean and standard deviation of 4.43 and

0.725 respectively. From the tables, 2(1.1%) of the respondents disagree that Rwanda Market Building for People and Prosperity consult with stakeholders, 19(10.9%) are neutral, 81(46.5%) of the respondents each agreed and 72(41.3%) strongly agreed that Rwanda Market Building for People and Prosperity consult with stakeholders.

Furthermore, none of the respondents strongly disagreed with the statement, 2 of respondents with 1.1% are disagree that Rwanda Market Building for People and Prosperity, stakeholders will not participate in the project work, 19 of respondents with 10.9% are neutral with the statement, 81 of respondents with 46.5% are agree that Rwanda Market Building for People and Prosperity, stakeholders will participate in the project work while 72 of respondents with 41.3% are strongly agree that Rwanda Market Building for People and Prosperity, stakeholders will participate in the project work with a mean of 4.21 and standard deviation of 0.966 which shows that Rwanda Market Building for People and Prosperity, stakeholders will participate in the project work.

4.2 Perceptions of the Respondents on clarification of responsibilities on performance of coffee projects

Indicators		SD	D	N	A	SA	Total	Frequency	
								Mean	SD
Rwanda Market Building for People and Prosperity, dive people ownership over specific areas	Frequency	0	0	0	76	98	174	4.41	0.815
	Percentage	0%	0%	0%	43.6%	56.3%	100%		
Rwanda Market Building for People and Prosperity,	Frequency	0	9	9	75	81	174	4.26	0.958
	Percentage	0%	1%	5.1%	43.1%	46.5%	100%		

ask employees about their long-term goals									
Rwanda Market Building for People and Prosperity, align roles and responsibilities with their goals	Frequency	0	0	7	78	89	174	4.01	.040
	Percentage	0%	0%	4%	44.8%	51.1%	100%		

SD = strongly disagree, D= disagree, N= Not sure, A= agree, SA= strongly agree.

Source: Primary data (2023)

Table for each indicator shows the percentage and frequency shows the mean and standard deviation of the responses elicited from the respondents. The findings shows that the 174 respondents, table 4.7 show that 98(56.3%) strongly agreed and 76(43.6%) agreed that Rwanda Market Building for People and Prosperity, dive people ownership over specific areas. Most of the respondents witnessed that Rwanda Market Building for People and Prosperity, dive people ownership over specific areas with strong mean and standard deviation of 4.41 and 0.815 respectively, implies that Rwanda Market Building for People and Prosperity, dive people ownership over specific areas.

Most of the respondents also confirmed that Rwanda Market Building for People and Prosperity, ask employees about their long-term

goals as it can be seen from table 4.7 where 9 of respondents with (5.1%) are disagreed and neutral with the statements, 75 (43.1%) agreed and 81(46.5%) strongly agreed that Rwanda Market Building for People and Prosperity, ask employees about their long-term goals with strong mean and standard deviation of 4.26 and 0.958 respectively.

Rwanda Market Building for People and Prosperity, align roles and responsibilities with their goals 89(51.1%) are strongly agreed and agree 78(44.8%) all show that some of the respondents are neutral 7(4%) respectively. The strong mean and standard deviation of 4.01 and 1.040 respectively, further shows that Rwanda Market Building for People and Prosperity, align roles and responsibilities with their goals.

1.1 Table 4.1 Perceptions of the Respondents on influence of team collaboration on performance of coffee projects

Indicators		SD	D	N	A	SA	Total	Frequency	
								Mean	SD
Rwanda Market Building for People and Prosperity, shared goals in teamwork	Frequency	0	0	18	64	92	174	4.26	0.855
	Percentage	0%	%	10.3%	36.7%	52.8%	100%		
Rwanda Market Building for People and Prosperity, understanding of individual roles	Frequency	0	10	16	60	88	174	4.22	0.039
	Percentage	%	5.7%	9.1%	34.4%	50.5%	100%		
Rwanda Market Building for People and Prosperity, recognize team-	Frequency	0	5	14	80	75	174	4.01	0.126
	Percentage	%	2.8%	8%	45.9%	43.1%	100%		

building opportunities

Source: Primary data (2023)

Table for each indicator shows the percentage and frequency shows the mean and standard deviation of the responses elicited from the respondents. The findings shows that the 174 respondents, that 92(52.8%) strongly agreed and 64(36.7%) agreed that Rwanda Market Building for People and Prosperity, shared goals in teamwork, 18(10.3%) neutral and none of strongly disagreed to this fact and disagreed with the statement. The strong mean and standard deviation of 4.26 and 0.855 respectively, implies that Rwanda Market Building for People and Prosperity, shared goals in teamwork.

Rwanda Market Building for People and Prosperity, understanding of individual roles as it can be seen where 60 (34.4%) agreed and 88(50.5%) strongly agreed that Rwanda Market Building for People and

Prosperity, understanding of individual roles, 10 of respondents with 9.1% are neutral the statement while 10 of respondents with 5.7% are disagree. The strong mean and standard deviation of 4.22 and 0.039 respectively, implies that Rwanda Market Building for People and Prosperity, understanding of individual roles.

Rwanda Market Building for People and Prosperity, recognize team-building opportunities 75(43.1%) are strongly agreed and agree 80(45.9%) all show that some of the respondents are neutral on 14 (8%) and 5(2.8%) are disagreed respectively. The strong mean with standard deviation 4.01 and 0.126, further shows that Rwanda Market Building for People and Prosperity recognize team-building opportunities.

4.2 Correlations analysis between stakeholder's engagement and performance of coffee projects

Correlation was conducted between independent and dependent variables. The aim was to establish the nature and strength of relation between the independent and dependent variables. Correlation refers to a technique used to measure the relationship between two or more variables. When two variables are correlated, it means that they vary together. Positive correlation means that high values on one variable are associated with high values on the other and that low values on one are associated with low values scores on the other

(Kavale, 2017). In the interpretation of correlation the sign of the correlation coefficient means either a positive or negative correlation coefficient. The positive correlation coefficient means that the variables move in the same direction, while negative correlation means variables move in opposite directions. The correlation significance is indicated by a probability value of less than 0.05 or 0.01. This means that the probability of obtaining such a correlation coefficient by chance is less than five times out of 100 or is less than one times out of 100, so the result indicates the presence of a relationship.

5. Conclusions

Based on the results from chapter four, the study concluded there is The research objective was to examine stakeholder's engagement and performance of coffee projects in Rwanda in Rwanda Market Building for People and Prosperity. Findings from the study deduced that the findings suggested that Rwanda Market Building for People and Prosperity were well aware of the involvement of local stakeholders and had been consulted of its existence hence their participation and that there was a high level of stakeholders' participation that had consequently influenced the parameters of the project. The second research objective was to assess how the clarification of responsibilities in performance of coffee projects in Rwanda Market

Building for People and Prosperity. Findings deduced that team collaboration was essential and important to the beneficiaries as it offered avenues that made them understand numerous concepts of the projects as well as activities undertaken and their roles in the project. The third research objective was to discover how communication of stakeholders influenced performance of coffee projects in Rwanda Market Building for People and Prosperity. Findings deduced that the influence of execution on the performance of the project was very high.

6. Recommendations

Based on the findings of this study, Rwanda Market Building for People and Prosperity should put mechanisms that ensure the maximum participation of respondents in most roles during the implementation phase, more so in the conceptualization and project planning role and administration and logistics. In regards to focus areas of project identification, Rwanda Market Building for People and Prosperity should strive to ensure that more focus is directed towards indicators of the project and the components and deliverables of the project.

Regarding the influence of planning on the performance of the project, Rwanda Market Building for People and Prosperity needs to adopt

Acknowledgments

I wish to acknowledge **Dr. Eugenia Nkechi Irechukwu** for her contribution to this work from the beginning up to its completion. I also wish to extend my acknowledgement to the Mount Kenya

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