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STAKEHOLDERS INVOLVEMENT AND PROJECT PERFORMANCE: A CASE OF HOUSING THE POOR PROJECT IN MUSANZE, RWANDA.

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ABSTRACT

The overall purpose of this survey was to examine the results of stakeholders' involvement on project performance of housing the poor project. This study had the following specific objectives: to determine the effect of stakeholders involvement in project-identification on performance of Housing the poor Project, find out the effect of stakeholders involvement in decision making on performance of Housing the poor project, assess the effect of stakeholders involvement in monitoring on performance of Housing the poor project and analyse the effect of stakeholders involvement in project funding on performance of Housing the poor project. The research population included 239 participants, including project employees from Nyange, Kinigi, Shingiro and Gatagara Sectors as well as 183 beneficiaries of the housing the poor project. The sample-size calculated with the assistance of Solvin's formula. The stratified sample was more suited for this investigation. Then, the number of personnel was initially stratified and a simple random sample used. The research utilized the following techniques of data gathering; documentary and questionnaire but mostly questionnaires. The investigation delivered to 150 participants of housing the poor project with closed questions, the collectors as responders limited to certain replies or picking from a selection of options. The investigator applied the frequency and correlation analyses done using Statistical Package for Social Sciences. Pearson correlation coefficient of 0.71 indicates that there is a significant relationship between Stakeholders involvement in project identification and performance of housing the poor project in Musanze District. Pearson coefficient of 0.727 indicating that stakeholders involvement in decision making is correlated with performance of housing the poor project in Musanze District. The results indicated $p < 0.05$ with a Pearson correlation coefficient of 0.679 indicates that there is a significant relationship between Stakeholders in monitoring and performance of housing the poor project in Musanze District. Pearson correlation coefficient of 0.672. This indicates that there is a significant relationship between Stakeholders involvement in project funding and performance of housing the poor project in Musanze District. Findings on analysis of variance between independent variable and dependent variable whereby $F=77.596$ and p value of $0.017 < 0.05$ which is significance level indicates that regression was significant as Stakeholders involvement in Project funding, Project identification, Monitoring, Decision-making are good predictors of performance of housing the poor project in Musanze District. The study advises that as following the orders of the national government, the Housing the Poor project's administration should also take into account the interests of all parties involved. Some stakeholders were found to be less involved in making the most important decisions for the study.

Key words: Stakeholders involvement, project identification, decision-making, monitoring and project performance

INTRODUCTION

It was observed that various projects in Rwanda fail because of several reasons including a miscommunications, lack of supply, and poor risk management, from to the outcomes of previous studies. Considering the tools and techniques required to avoid the failure of the project the literature findings have suggested the fact that concentrating on key performance indicators indicates the success of the project work including stakeholders involvement, monitoring and decision making (Mukeshimana, 2021).

The studies conducted in Rwanda including Bazimya (2018) assessed the influence of stakeholders participation on performance of public projects in Rwanda: a case study of water, sanitation and hygiene (wash) project in Musanze district. Mushimiyimana (2014) found out the relationship between stakeholders involvement and project success a case study of L3 project. Gahigana (2018) analyzed the Determinants of project management success in Rwanda, evidence from sur'eau project of society for Family Health Rwanda. Mungatu & Mulyungi (2017) assessed the influence of stakeholders involvement on project outcomes, a case of water, sanitation, and hygiene project in Rwanda

After completing a nationwide assessment of empirical studies, the researcher was unable to discover a study in Rwanda that was identical for stakeholders involvement and project performance of housing the poor project in Musanze District-Rwanda.

The research evaluated stakeholders involvement and the project performance by assessing the effects of stakeholders involvement in project-identification, stakeholders involvement in decision-making, stakeholders involvement in monitoring and stakeholders involvement in project funding on performance of Housing the poor Project. Hence, the research gap filled after the successful completion of this study.

Objectives of the Study

Research objective of this study is divided into two, which are as follows:

General objective

The general-objective of this research was to assess the effect-of stakeholders' involvement on performance of Housing the poor project.

Specific objectives

This study had the following specific objectives:

- i. To determine the effect of stakeholders involvement in project-identification on performance of Housing the poor Project in Musanze-District.
- ii. To find out the effect-of stakeholders involvement in decision-making on performance of Housing the poor project in Musanze-District.
- iii. To assess the effect-of stakeholders involvement in monitoring on performance of Housing the poor project in Musanze-District.
- iv. To analyse the effect-of stakeholders involvement in project funding on performance of Housing the poor project in Musanze-District.

Hypothesis

Research hypotheses may be characterized as a preliminary answer to the investigation question or an informed prediction as to the result of the research. The following-hypotheses were proposed by the researcher:

H₀₁: There is no significant effect of stakeholders involvement in project identification on performance of Housing the poor project.

H_{1a}: There is a significant effect of stakeholders involvement in project identification on performance of Housing the poor project.

H₀₂: There is no significant effect of stakeholders involvement in decision-making on performance of Housing the poor project.

H_{1b}: There is a significant effect of stakeholders involvement in decision-making on performance of housing the poor project.

H₀₃: There's no significant effect of stakeholders involvement in monitoring on performance of Housing the poor project.

H_{1c}: There is a significant effect of stakeholders involvement in monitoring on performance of Housing the poor project.

H₀₄: There is no significant effect of stakeholders involvement in funding on performance of Housing the poor project.

H_{1d}: There is a significant effect of stakeholders involvement in funding on performance of Housing the poor project.

LITERATURE REVIEW

This section reviews existing literature on the variables of this survey. Literature review is presented in different parts including the empirical review, the theoretical review and the conceptual framework.

Stakeholders involvement in project identification and project performance

It's crucial to note that a program's stakeholders are the parties, persons, or companies who got a role-in the program's success or failure and have an influence on the program's objectives and outcomes. Those who participated in the initiative have a role in its success. A stake, a right, or even possession may all be considered. When it comes to rights, they might be either legal or moral ownership. From open communication lines, stakeholders are able to have their expectations recognized and handled, while also guaranteeing that the program is acknowledged by and supported by its stakeholders (Carol, Cohen and Palmer, 2004).

Furthermore, the project's scope and type are established throughout the beginning step. The project's ability to live up to community expectations will likely be jeopardized if this stage isn't done correctly. Understanding the project environment and ensuring that the relevant needs and technical specifications are included into the project are the two major project identifications required here (Nijkamp et al., 2002).

Inadequacies and problems, according to Albert (2004), should be found, reported, and a solution recommended. Choosing the best project to meet the needs of the community or organization, recognizing its benefits, appointing a project manager, defining the needs and requirements into realistic goals, conducting financial, social, and economic analyses, and identifying a source of funding are all part of the initiation stage.

To cope with the possible effect of legal and genuine stakeholders, their strength, closeness, and influence must be recognized. Stakeholder identification is a step in the project execution process that entails identifying the persons and organizations that will be impacted by or rely on the project. Then, relevant and effective measures may be devised and executed to increase the beneficial

impact of stakeholders. Failure to link the project's risks and the engagement of stakeholders comprehensively would likely result in the project's failure, which becomes a basic risk management challenge for managers of projects (Malunga and Banda, 2004).

Stakeholders involvement in decision-making and project performance

An economic stimulus program fish farming project in Lurambi Sub-county was studied by Otsyula (2016) to find the result of stakeholders' engagement on the project's success. The project performance is enhanced when stakeholders are mainly involved in its plan and execution. To know that the project's success, stakeholders must be contacted and included in decision-making processes, as well as actively participate in project monitoring and assessment. It has also been proven that as the project moves through its life cycle and choices are made, the importance and power of stakeholders may shift. A choice to go on with the project, for example, diminishes the role of opposing stakeholders since their power to affect the outcome is much diminished.

When a project's just getting off the ground, or when major decisions are being made about its course, the input of stakeholders may be invaluable. Without stakeholder involvement, development and success are impossible. Long-term relationships with project stakeholders provide customer satisfaction and help build trust and integrity, which in turn helps firms expand and satisfy their customers' expectations. Stakeholder participation in a program improves its ability to handle change as it progresses (Kelly, 2015).

Stakeholders involvement in monitoring and project performance

Project monitoring entails a thorough examination of the deliverable. Using real outcomes rather than projected ones, it assesses both successfulness. The process of establishing the true state of a project is called "project assessment," and it is essential for assessing whether or not the project is being properly run. The quality of the program is greatly influenced by the way it's being monitored. A reliable equipment for monitoring the project's progress must be put in place to ensure its success (Coulter, 2010).

The program must be evaluated at both the beginning and the end of its lifecycle. In the case of management and surveillance, for example, it is intended to determine the impacts of each factor and then examine how well each component contributes to the team's achievement. Being in charge is making sure it goes from the rules and instructions that have been given. The particular aim is to build a holistic strategic plan, maintenance, and judgment to achieve the program's stated objectives (Bhim Chimoriya, 2014).

Project success is impacted by stakeholder participation in monitoring according to Flanagan and Norman, 2003. Monitoring and supervising projects is hard without the help of organizations, and he discovered a correlation between the engagement of stakeholders during the monitoring stage and their effects on project outcomes. Stakeholder engagement in capacity building helps to define obstacles and issues that the programs may face. Achievement may be positively influenced by top-level management using stakeholder participation in monitoring. Consequently, a well-informed and productive stakeholder in the project monitoring is beneficial to companies since it will enhance the success of the plan (Katiku, 2011).

Stakeholders involvement in project funding and project performance

Contribution of stakeholders in the project's essential to its long-term viability since it requires a financial and material commitment from both direct and indirect beneficiaries. Stakeholder engagement in initiatives helps to increased resources, like the resources needed to make the project successful and beneficial in its operation, according to previous study. (Mukunga, 2012; and Ndegwa, 2015).

In order for a program to perform, it must include the involvement of all stakeholders, including those who have experience in the project's success or failure. External distributors have taken on the task of training participants about their problem-solving alternatives, and this interest then

contributes in terms of sources to maintain project operations. External distributors. In the absence of any purpose to include men and women in the allocation of usable resources, the action of external carriers is just to legitimize their presence in the project for now, members think they can help with the supply of local resources and be responsive to advocates' suggestions for increasing resource contributions for the project's sustainability (Pretty, 2015).

Theoretical framework

Theoretical framework discussed in light of three theories in the field, namely stakeholder theory, theory of change and Results Based Management Theory.

Stakeholder Theory

Psychologists might thank Mitroff (1983) for popularizing the stakeholder theory. In strategic management and organization, Freeman (2013) utilized it as a basis for his own work. Stakeholder engagement has a substantial impact on a company's success. Project stakeholders include project sponsors, project teams, project communities, suppliers, government agencies, project users and anybody else who might influence the project's development and success and its end. This is consistent with the principle of stakeholder involvement (Freeman, 2010). Who should be included in the project stakeholders is not constrained by the theory's restrictions or boundaries.

There'll be a focus on project-management in this research since stakeholder-theory may be used to help assist project-managers in increasing stakeholder engagement. That might lead to a successful venture. It is thus important to include project-participants at all stages of the project life-cycle, and particularly at the beginning of the planning and requirements analysis phases. Discussing the program's strategy and goals with the project's stakeholders may improve the program's likelihood of succeeding. Stakeholder-info has been shown to be a valuable resource for a team's achievement, efficiency, profitability, and a high-quality end result.

Theory of Change

In 1995, Carol Weiss popularized the argument that complicated initiatives are difficult to analyze because the presumptions that underlie them are poorly articulated (Avis, 2015). The Theory of Change explains how a process progresses by drawing out the causal links that connect its short-term, mid-term, and long-term outcomes, respectively. It is mapped as a sequence of results that shows

As the project is for housing the poor, Theory of Social change used to know the change to better human and social conditions and the advancement of society. Participants, households, societies, institutions, and government agencies can all experience change. Ideas and actions with real-world consequences drive community development.

Results Based Management Theory

During the 1980s, the Australian government pioneered the results-based management (RBM) philosophy, which gained traction in the 1990s thanks to the Organization for Economic Cooperation and Development (OECD). This idea, as the name says, is all about the end result. After studying earlier theories including public administration, program management by activity, management by objectives, new public management (NPM), and total quality management (TQM), the Results Based Management Group (RBMG) saw how the results-based theory evolved through time.

The RBM strategy is one of the methods of management. In order to achieve long-term results, all players on the ground who have a hand in achieving particular development goals must make sure that their procedures, products, and outputs do so (Crawford and Bryce, 2013). To ensure responsibility, RBM is based on well stated standards. In addition to defining the final outcomes, the plan also requires monitoring and self-assessment of progress toward sustainable results, such as a record of performance (UNDP, 2012).

For this study, RBM's used to assess outputs initiative while also attempting to guarantee that it satisfies several quality standards, such as those for relevance, efficiency, success, and influence.

Conceptual framework

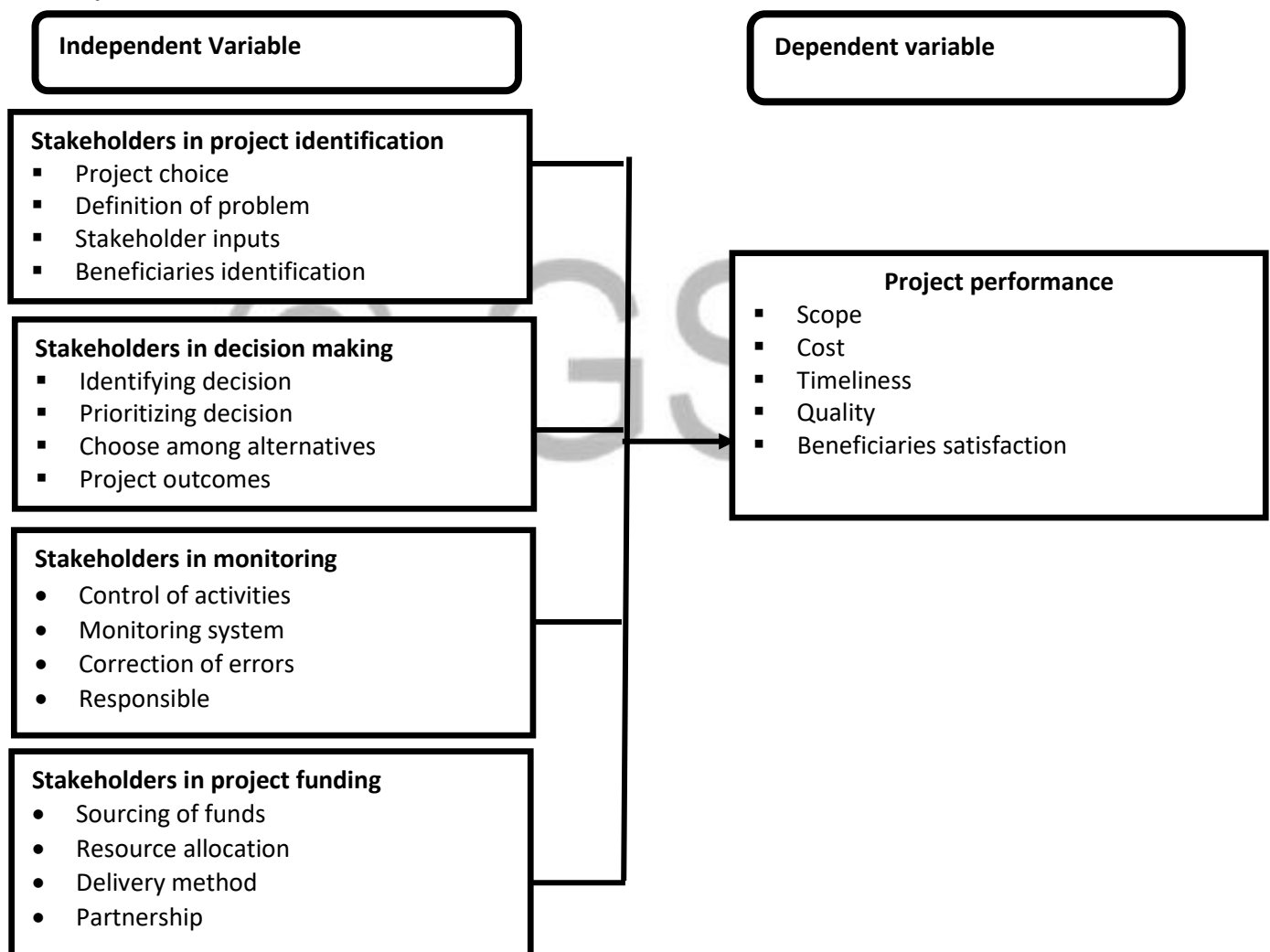


Figure 1: Conceptual framework

RESEARCH METHODOLOGY

The chapter gives research-design, the study population, describes the sample selection and data collection techniques, how data collected, processed, and analyzed to draw conclusions.

Research Design

The researcher conducted both descriptive and correlational studies. Descriptive survey research use surveys to collect information on a variety of issues. The purpose of this data is to determine the degree to which distinct situations may be achieved among these participants. A correlational research design examines at the links that exist between two variables (or more),

Target Population

An whole universe or the sum of all units of analysis is what Kara (2012) refers to as a "population". Researcher stated that the total quantity of things in a specific area of inquiry is a valuable tool when trying to make conclusions. In Musanze-District, the research included 239 participants, including project employees from Nyange, Kinigi, Shingiro and Gatagara Sectors as well as 183 beneficiaries of the housing the poor project.

Sample Size and sampling technique

A sample size is the number of items to be selected from the universe to constitute a sample. In selecting a sample an optimum sample size considered.

The sample-size given by the help of Solvin's formula.

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

Where n is the sample-size, N is the population size, and e is the marginal of error (5%).

$$n = \frac{239}{1 + 239(0.05)^2} = \frac{239}{1 + 0.5975} = \frac{239}{1.5975} = 150$$

The stratified sampling was more appropriate for this study. Then, the number of staff firstly stratified and a simple-random-sampling applied. The study used simple-random-sampling in selecting the respondents in the study. Random-sampling was needed because of its simplicity and it gives equal chance to each person to be selected.

Data Collection Tools

The study applied the following tools of data collection; documentary, questionnaire, interview and observation.

Questionnaire technique

Snelson (2016) defines questionnaire as a collection of questions normally sent or delivered to the interviewees and completed in by them with no help to the interviewer. The study delivered-to 150 Participants of Housing the poor project with closed questions, the collectors as responders limited to certain replies or picking from a selection of options.

Interview method

An interview is defined by Bryman and Bailey (2007) as the procedure through which the interviewer seeks info from the interviewee. You may use it to find-out about people's ideas and emotion. During the interview, both the surveyor and the subject are allowed to ask whatever questions they choose. Interviews conducted with project managers and coordinators. In-depth interviews with key informants allowed the researcher to get to know the subjects on a personal level. Candidates were chosen on the basis of their qualifications and current position in the company.

Documentation method

Documentation, according to Schwab et al (2014), is the examination of data that are stored in boxes, in the basement of a company, or in the core of a computer. It is the researcher's responsibility to locate and get any preexisting data as part of this study. Using this strategy, the researcher performed and collect secondary data.

During the procedure of documentary analysis, the investigator utilized certain papers and after comprehending and assessing the significance of writings to this research, Researcher classed them down on manuscripts and later typed them on a computer for compilation. This is important

because it reviews the literature and tries to locate global perspectives in order to make a comparative framework for analysis and evaluation for readers.

Observation

Observation is a method of acquiring data that involves witnessing behavior, events, or noting physical traits in their natural environment. Observations may be overt: everyone knows they are being watched or covert: no one knows they are being watched and the observer is concealed (Wilson & Ruiten, 2013).

This method enable the researcher to identify unusual things over there that may be of interest to the study goals and lead to further analyses.

Data Analysis

For Creswell (2014), the process of methodically using statistical and/or logical methods in order to explain and illustrate, summarize and assess data is what is meant by "data analysis. Analytical and logical thinking are used to assess each piece of data presented.

Data analysis is the study of numbers and the creation of statistics. Statistical methods, as defined by Creswell (2014), are mathematical ideas, formulae, models, and procedures used in statistical analysis of random data. The Statistical Package for the Social Sciences (SPSS) used to perform frequency and correlation analyses.

Descriptive Statistics

As stated by Creswell (2014), descriptive-statistics are summarized using concise descriptive-coefficients, which may reflect the whole population or a sample of it. Measuring central-tendency and variability are two types of statistical metrics (spread). The standard-deviation, variance, and other variables are used to quantify-variability.

Correlation analysis

Statistical correlation is assessed using a metric known as the correlation coefficient (r). Its numerical value ranges from -1 to +1. It is a good sign of how close the two variables are. Link strength can be gauged by looking at the value of the correlation coefficients (r), which range from zero to one, with a value of 0 denoting no relationship (or that the variables are independent and not related).

Below function represents the analysis model for the study.

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \epsilon$$

Y = Project performance

α = constant

b_1 - b_4 = Regression Coefficient

ϵ = error term

$Cs=f(X_1, X_2, X_3, X_4)$

X_1 is Stakeholders involvement in project identification

X_2 is Stakeholders involvement in decision making

X_3 is Stakeholders involvement in monitoring

X_4 is Stakeholders involvement in project funding

DATA INTERPRETATION, ANALYSIS AND DISCUSSION OF RESEARCH FINDINGS

In this section, the researcher concentrated on outcomes and explanations of acquired data as they related to the study's particular aims. To complement the results, quantitative analysis was employed. All 150 surveys issued to respondents were completed and returned, indicating that 100% of the questionnaires distributed were responded, collected and none went missing. The findings were reported in descriptive statistics using frequencies, percentages, mean and standard deviation. The researcher then concluded a correlation and regression test to determine the associations between variables.

Descriptive statistics

The section below describe the responses from collected questionnaires based on four specific objectives of the study; determine the effect of stakeholders involvement in project-identification on performance of Housing the poor Project, find out the effect of stakeholders involvement in decision-making on performance of Housing the poor project, assess the effect-of stakeholders involvement in monitoring on performance of Housing the poor project and analyze the effect of stakeholders involvement in project funding on performance of Housing the poor project.

Table 1: Effect of stakeholders involvement in project identification on performance of housing the poor project

	n=150	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	St. Dev.
Participant groups come up with a consensus on the project's requirements.	75 (50.0%)	54 (36.0%)	10 (6.7%)	3 (2.0%)	8 (5.3%)		4.23	1.039
Project identification require strong stakeholder relationships.	60 (40.0%)	64 (42.7%)	15 (10.0%)	6 (4.0%)	5 (3.3%)		4.12	.976
Project stakeholders work collaboratively to determine the location of a project.	68 (45.3%)	43 (28.7%)	25 (16.7%)	8 (5.3%)	6 (4.0%)		4.06	1.094
Initiation of a project has been improved by the engagement of the project-management committee.	42 (28.0%)	68 (45.3%)	21 (14.0%)	9 (6.0%)	10 (6.7%)		3.82	1.112
Stakeholders' input was included into the project's selection process.	56 (37.3%)	58 (38.7%)	21 (14.0%)	8 (5.3%)	7 (4.7%)		3.99	1.074
Stakeholder engagement in the project's identification has contributed to its success.	37 (24.7%)	66 (44.0%)	18 (12.0%)	22 (14.7%)	7 (4.7%)		3.69	1.135
The project's success is largely attributable to the participation of key stakeholders from the outset.	32 (21.3%)	67 (44.7%)	24 (16.0%)	14 (9.3%)	13 (8.7%)		3.50	1.134
Overall mean								3.91

Source: Field data, September 2022

The results in Table 1 show that majority of respondents agreed with statement about stakeholders involvement in project identification on performance of housing the poor project, therefore 50.0% of all respondents strongly agreed and 36.0% of all respondents also agreed that participant groups come up with a consensus on the project's requirements. Furthermore, the majority of the respondents confirmed that project identification require strong stakeholder relationships; therefore 40.0% of all respondents strongly agreed and 42.7% also agreed.

Moreover, most respondents confirm that Project stakeholders work collaboratively to determine the location of a project, therefore 45.3% of all respondents responded with strongly agreed and 28.7% responded with agree. Besides, a significant number of the respondents confirmed Initiation of a project has been improved by the engagement of the project-management committee, such that 28.0% of all respondents strongly agreed and 45.3% also agreed.

Meanwhile, the predominance of the respondents confirmed that Stakeholders' input was included into the project's selection process, therefore 37.3% of all respondents strongly agreed and also 44.0% agreed. A lot of respondents proven that Stakeholder engagement in the project's identification has contributed to its success, therefore 24.7% of all respondents strongly agreed and 44.0% agreed.

Moreover, most respondents confirm that the project's success is largely attributable to the participation of key stakeholders from the outset., therefore 21.3% of all respondents responded with strongly agreed and 44.7% responded with agree. Beneficiary stated that *"On my own land, where I can produce potatoes for sale, I began a potato-growing activities. Additionally I have 50 chicken. My goals are to increase farming and agribusiness"*.

Hwang and Lim, (2013) indicated important aspect of the consultation process is developing a mechanism for tracking down and recognizing the numerous groups of people who can either help achieve the engagement's goals or have an impact on them if it is successful. The researcher revealed that majority of respondents strongly agree and agree on the statement about stakeholders involvement in project identification on performance of housing the poor project in Musanze District. The findings are supported by overall mean 3.91 as high mean which is an evidence of the existence of the facts.

Table 2: Effect of stakeholders involvement in decision making on performance of housing the poor project

	n=150	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	St. dev.
To guarantee the long-term viability of a project, all stakeholders must be included in the decision making process.	57 (38.0%)	53 (35.3%)	28 (18.7%)	7 (4.7%)	5 (3.3%)		4.00	1.030
Stakeholders have been engaged in the decision-making process of the project by project-managers.	38 (25.3%)	59 (39.3%)	16 (10.7%)	13 (8.7)	24 (16.0%)		3.49	1.379
The project's decision-making process includes input from key development-practitioners.	37 (24.7%)	47 (31.3%)	25 (16.7%)	14 (9.3%)	27 (18.0%)		3.50	1.340
Strategic-plans have been put in place to outline the internal decision-making process.	38 (25.3%)	56 (37.3%)	19 (12.7%)	17 (11.3%)	20 (13.3%)		3.50	1.340
Stakeholders are involved in budget-planning and resource-allocations decisions.	32 (21.3%)	81 (54.0%)	16 (10.7%)	16 (10.7%)	5 (3.3%)		3.79	1.005
The project's stakeholders are involved in the decision-making process.	31 (20.7%)	80 (53.3%)	19 (12.7%)	15 (10.0%)	5 (3.3%)		3.78	.996
Overall mean								3.67

Source: Field data, September 2022

The results in Table 2 show that majority of respondents agreed with statement about stakeholders involvement in decision making on performance of housing the poor project, therefore 38.0% of all respondents strongly agreed and 35.3% of all respondents also agreed that to guarantee the long-term viability of a project, all stakeholders must be included in the decision making process.

Furthermore, the majority of the respondents confirmed that stakeholders have been engaged in the decision-making process of the project by project-managers; therefore 25.3% of all respondents strongly agreed and 39.3% also agreed. Moreover, most respondents confirm that the project's decision-making process includes input from key development-practitioners, therefore 24.7% of all respondents responded with strongly agreed and 31.3% responded with agree. Besides, a significant number of the respondents confirmed that strategic-plans have been put in place to outline the internal decision-making process., such that 25.3% of all respondents strongly agreed and 37.3% also agreed.

Meanwhile, the predominance of the respondents confirmed that stakeholders are involved in budget-planning and resource-allocations decisions., therefore 21.3% of all respondents strongly agreed and also 54.0% agreed. Moreover, most respondents confirm that the project's stakeholders are involved in the decision-making process., therefore 20.7% of all respondents responded with strongly agreed and 53.3% responded with agree. Otsyula (2016) find the result of stakeholders' engagement on the project's success. The project performance is enhanced when stakeholders are mainly involved-in its plan and execution. To know that the project's-success, stakeholders must be contacted and included in decision-making-processes, as well as actively participate in project monitoring and assessment.

Beneficiary shared testimonial that “ *The support I have obtained from housing the poor project was extremely valuable to me in such a manner that I managed to finance my activities, this helped me to gain higher capacity and opportunity to send my children to secondary school and university compared to how it was before acquiring support. Moreover, aside affording to pay my children's school tuition I can also manage to give them with school resources*”.

The researcher revealed that majority of respondents strongly agree and agree on the statement about stakeholders involvement in decision making on performance of housing the poor project in Musanze District. The findings are supported by overall mean 3.67 as a high mean which is an evidence of the existence of the facts.

Table 3: Effect of stakeholders involvement in monitoring on performance of housing the poor project

	n=150	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	St. dev.
During the project-monitoring phase, stakeholders keep tabs on the amount of material being used.	46	65	17	9	13		3.81	1.189
	(30.7%)	(43.3%)	(11.3%)	(6.0%)	(8.7%)			
Stakeholders convene for a conference to get an update on the program.	48	60	15	15	12		3.78	1.225
	(32.0%)	(40.0%)	(10.0%)	(10.0%)	(8.0%)			
To ensure that all stakeholders are engaged in project-monitoring, a stakeholder-analysis is conducted.	49	38	26	16	21		3.52	1.403
	(32.7%)	(25.3%)	(17.3%)	(10.7%)	(14.0%)			
Analysis of comments from stakeholders is carried out in a thorough manner.	46	32	27	19	26		3.35	1.466
	(30.7%)	(21.3%)	(18.0%)	(12.7%)	(17.3%)			
Stakeholder-participation reflects the requirements of the community and encourages individuals to participate in monitoring.	33	61	27	17	12		3.49	1.151
	(22.0%)	(40.7%)	(18.0%)	(11.3%)	(8.0%)			
Participation of stakeholders in giving input on the development of the project	37	51	25	16	21		3.29	1.266
	(24.7%)	(34.0%)	(16.7%)	(10.7%)	(14.0%)			
Project-stakeholders who participate in risk-reporting and contingency plans.	43	59	27	16	5		3.79	1.076
	(28.7%)	(39.3%)	(18.0%)	(10.7%)	(3.3%)			
Overall mean								3.57

Source: Field data, September 2022

The results in Table 3 show that majority of respondents agreed with statement about stakeholders involvement in monitoring on performance of housing the poor project, therefore 30.7% of all respondents strongly agreed and 43.3% of all respondents also agreed that during the project-monitoring phase, stakeholders keep tabs on the amount of material being used.

Furthermore, the majority of the respondents confirmed that stakeholders convene for a conference to get an update on the program; therefore 32.0% of all respondents strongly agreed and 40.0% also agreed. Moreover, most respondents confirm that to ensure that all stakeholders are engaged in project-monitoring, a stakeholder-analysis is conducted, therefore 32.7% of all respondents responded with strongly agreed and 25.3% responded with agree. Besides, a significant number of the respondents confirmed analysis of comments from stakeholders is carried out in a thorough manner., such that 30.7% of all respondents strongly agreed and 21.3% also agreed.

Meanwhile, the predominance of the respondents confirmed that stakeholder-participation reflects the requirements of the community and encourages individuals to participate in monitoring, therefore 22.0% of all respondents strongly agreed and also 40.7% agreed. A lot of respondents proven that Participation of stakeholders in giving input on the development of the project, therefore 24.7% of all respondents strongly agreed and 34.0% agreed. Moreover, most respondents confirm that project-stakeholders who participate in risk-reporting and contingency plans, therefore 28.7% of all respondents responded with strongly agreed and 39.3% responded with agree. Katiku (2011) mentioned that achievement may be positively influenced by top-level management using stakeholder-participation in monitoring. Consequently, a well-informed and productive stakeholder in the project monitoring is beneficial to companies since it will enhance the success-of the plan.

The researcher revealed that majority of respondents strongly agree and agree on the statement about stakeholders involvement in monitoring on performance of housing the poor project in Musanze District. The findings are supported by overall mean 3.57 as high mean which is an evidence of the existence of the facts.

Table 4: Effect of stakeholders involvement in project funding on performance of housing the poor project

	n=150	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	St. dev.
Stakeholders-contribute material inputs for project-sustainability	32 (21.3%)	53 (35.3%)	30 (20.0%)	17 (11.3%)	18 (12.0%)		3.40	1.264
As a way to assure the project's long-term viability, stakeholders arrange fundraising events.	37 (24.7%)	69 (46.0%)	24 (16.0%)	9 (6.0%)	11 (7.3%)		3.75	1.118
Stakeholders provide labor-power	33 (22.0%)	65 (43.3%)	22 (14.7%)	13 (8.7%)	17 (11.3%)		3.56	1.245
This information is made available to stakeholders on a monthly and quarterly basis.	37 (24.7%)	50 (33.3%)	20 (13.3%)	14 (9.3%)	29 (19.3%)		3.35	1.442
Stakeholders should contribute financially to the long-term viability of the project.	29 (19.3%)	82 (54.7%)	17 (11.3%)	14 (9.3%)	8 (5.3%)		3.73	1.047
In order to make a substantial contribution, stakeholders should act like project staff.	29 (19.3%)	80 (53.3%)	20 (13.3%)	11 (7.3%)	10 (6.7%)		3.71	1.070
Stakeholders make the final decision on the amount of content they will provide.	32 (21.3%)	76 (50.7%)	25 (16.7%)	9 (6.0%)	8 (5.3%)		3.67	1.000
Stakeholders should generate funds to ensure that the project runs smoothly and effectively.	30 (20.0%)	70 (46.7%)	18 (12.0%)	19 (12.7%)	13 (8.7%)		3.57	1.195
Overall mean								3.59

Source: Field data, September 2022

The results in Table 4 show that majority of respondents agreed with statement about stakeholders involvement in project funding on performance of housing the poor project, therefore 21.3% of all respondents strongly agreed and 35.3% of all respondents also agreed that stakeholders-contribute material inputs for project-sustainability. Furthermore, the majority of the respondents confirmed that as a way to assure the project's long-term viability, stakeholders arrange fundraising events; therefore 24.7% of all respondents strongly agreed and 46.0% also agreed.

Moreover, most respondents confirm that to ensure that stakeholders provide labor-power, therefore 22.0% of all respondents responded with strongly agreed and 43.3% responded with agree. Besides, a significant number of the respondents confirmed this information is made available to stakeholders on a monthly and quarterly basis, such that 24.7% of all respondents strongly agreed and 33.3% also agreed. Meanwhile, the predominance of the respondents confirmed stakeholders should contribute financially to the long-term viability of the project, therefore 19.3% of all respondents strongly agreed and also 54.7% agreed. A lot of respondents proven that in order to make a substantial contribution, stakeholders should act like project staff, therefore 19.3% of all respondents strongly agreed and 53.3% agreed.

Moreover, most respondents confirm that Stakeholders make the final decision on the amount of content they will provide, therefore 21.3% of all respondents responded with strongly agreed and 50.7% responded with agree. Besides, a significant number of the respondents confirmed stakeholders should generate funds to ensure that the project runs smoothly and effectively., such

that 20.0% of all respondents strongly agreed and 46.7% also agreed. According to the statements of one of the respondents, *"Before I joined a housing the poor project, I was really depressed. But nowadays, I focus on growing produce to sell at the market. Since then, a lot of positive things have happened in my life"*. Ndegwa, (2015) stated that stakeholder engagement in initiatives helps to increased resources, like the resources needed to make the project-successful and beneficial in its operation, according to previous study.

The researcher revealed that majority of respondents strongly agree and agree on the statement about stakeholders involvement in project funding on performance of housing the poor project in Musanze District. The findings are supported by overall mean 3.59 as high mean which is an evidence of the existence of the facts.

Inferential statistics

The section below described inferential statistics including correlation and regression tests used to test the hypotheses of the study.

Table 5: Correlation matrix

		SIPI	SIDM	SIM	SIPF	PP
SIPI	Pearson Correlation	1	.687**	.617**	.448**	.711**
	Sig. (2-tailed)		.000	.000	.000	.000
	N		150	150	150	150
SIDM	Pearson Correlation		1	.719**	.689**	.727**
	Sig. (2-tailed)			.000	.000	.000
	N			150	150	150
SIM	Pearson Correlation			1	.664**	.679**
	Sig. (2-tailed)				.000	.000
	N				150	150
SIPF	Pearson Correlation				1	.672**
	Sig. (2-tailed)					.000
	N					150
PP	Pearson Correlation					1
	Sig. (2-tailed)					
	N					150

Source: Field data, September 2022

SIPI: Stakeholders involvement in project identification, **SIDM:** Stakeholders involvement in decision making, **SIM:** Stakeholders involvement in monitoring, **SIPF:** Stakeholders involvement in project funding, **PP:** Project Performance

Table 5 shows the correlation between variables under the study. The results indicated $p < 0.05$ with a Pearson correlation coefficient of 0.711. This indicates that there is a significant relationship between Stakeholders involvement in project identification and performance of housing the poor project in Musanze District. Correlation results indicate a probability value of 0.000 that is less than significant level (0.05) and a Pearson coefficient of 0.727 indicating that stakeholders involvement in decision making is correlated with performance of housing the poor project in Musanze District. The results show the correlation between variables under the study.

The results indicated $p < 0.05$ with a Pearson correlation coefficient of 0.679. This indicates that there is a significant relationship between Stakeholders involvement in monitoring and performance of housing the poor project in Musanze District. Table 4.12 shows the correlation between variables under the study. The results indicated $p = 0.000 < 0.05$ with a Pearson correlation coefficient of 0.672. This indicates that there is a significant relationship between Stakeholders involvement in project funding and performance of housing the poor project in Musanze District.

Table 6: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.826 ^a	.682	.673	8.08100
a. Predictors: (Constant), Project funding, Project identification, Monitoring, Decision making				
Source: Field data, September 2022				

The results in Table 6 indicate model summary on stakeholders involvement in Project funding, Project identification, Monitoring, Decision making and project performance. The value of R was 0.826, the R Square was 0.682, and the adjusted R Square of 0.673 means that performance of housing the poor project in Musanze District initiated by stakeholders involvement at 68.2%. Kelly (2015) revealed that long-term relationships with project stakeholders provide customer satisfaction and help build trust and integrity, which in turn helps firms expand and satisfy their customers' expectations. Stakeholder participation in a program improves its ability to handle change as it progresses.

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20268.914	4	5067.228	77.596	.017 ^b
	Residual	9468.879	145	65.303		
	Total	29737.793	149			

a. Dependent Variable: Project performance

b. Predictors: (Constant), Project funding, Project identification, Monitoring, Decision making

Source: Field data, September 2022

Findings in Table 7 show analysis of variance between independent variable and dependent variable whereby F=77.596 and p value of 0.017<0.05 which is significance level indicates that regression was significant as Stakeholders involvement in Project funding, Project identification, Monitoring, Decision making are good predictors of performance of housing the poor project in Musanze District.

Table 8: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9.706	3.201		-3.032	.003
	Stakeholders involvement in project identification	1.599	.277	.389	5.781	.000
	Stakeholders involvement in decision making	.519	.266	.162	1.950	.003
	Stakeholders involvement in monitoring	.381	.239	.119	1.593	.013
	Stakeholders involvement in project funding	1.192	.268	.308	4.443	.000

a. Dependent Variable: Project performance

Source: Field data, September 2022

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \epsilon$$

Y = Project performance

α = constant

b_1 - b_4 = Regression Coefficient

ϵ = error term

$Cs=f(X_1, X_2, X_3, X_4)$

X_1 is Stakeholders involvement in project identification

X_2 is Stakeholders involvement in decision making

X_3 is Stakeholders involvement in monitoring

X_4 is Stakeholders involvement in project funding

Table 8 on regression equation shows that project performance will always depend on a constant factor of -9.706 regardless of the existence of other determinants. The other variables explain that; every unit increase in stakeholders involvement in project identification will increase performance of housing the poor project by a factor of 1.599. Every unit increase in Stakeholders involvement in decision making will increase performance of housing the poor project by a factor of 0.519. Every unit increase in stakeholders involvement in monitoring will increase project performance by a factor of 0.381. Every unit increase in stakeholders involvement in project funding will increase project performance by a factor of 1.192.

It showed that Stakeholders involvement in project identification ($p=0.000<0.05$). Hereby, researcher rejected the hypothesis **H_{0a}** stated that there is no effect of stakeholders involvement in project identification on performance of Housing the poor project. While **H_{1a}**: There is effect of stakeholders' involvement in project identification on performance of Housing the poor project is confirmed. Stakeholders' involvement in decision making ($p=0.003<0.05$); researcher rejected **H_{0b}**: There is no effect of stakeholders involvement in decision-making on performance of Housing the poor project. While **H_{1b}**: There is effect of stakeholders involvement in decision-making on performance of housing the poor project. Stakeholders involvement in monitoring ($p=0.013<0.05$); researcher rejected **H_{0c}**: There is no effect of stakeholders involvement in monitoring on performance of Housing the poor project while **H_{1c}**: There is effect of stakeholders involvement in monitoring on performance of Housing the poor project. Stakeholders involvement in project funding ($0.000<0.05$); researcher rejected **H_{0d}**: There is no effect of stakeholders involvement in funding on performance of Housing the poor project while **H_{1d}**: There is effect of stakeholders involvement in funding on performance of Housing the poor project.

CONCLUSION

It was revealed that stakeholders involvement in Project funding, Project identification, Monitoring, Decision making are good predictors of performance of housing the poor project in Musanze District. From the above points, Researcher rejected all null hypotheses and confirmed the alternative hypotheses. The research gap was addressed by bringing new knowledge on existent literature as the study was successfully completed.

Recommendations

So that the project doesn't have to rely on finance from outside sources as much, it's recommended that the management teach the people who use the organization's resources how to manage their resources well.

According to the results, the people in charge of the Housing for the Poor project should make sure that everyone knows the ground rules for taking part.

The study advises that as following the orders of the national government, the Housing the Poor project's administration should also take into account the interests of all parties involved. Some stakeholders were found to be less involved in making the most important decisions for the study.

According to the results, the Housing the Poor initiative would benefit a lot from having more stakeholders help choose projects.

Suggestions for further studies

This study's results suggest that the following should be given careful analysis in the future, as suggested by the researcher. Contribution of revenue sharing on project sustainability, Relationship between revenue sharing and welfare of surrounding communities in other National parks.

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