



**STAKEHOLDER PARTICIPATION AND PERFORMANCE OF NUTRITION PROJECT IN RWANDA
A CASE OF NATIONAL CHILD DEVELOPMENT AGENCY**

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ABSTRACT

Stakeholder engagement should therefore be taken as a core element of any “sustainable development” plan. The general objective was to assess the impact of stakeholder participation on nutrition projects performance in Rwanda. The study was directed by the following three specific objectives: to examine the influence of project planning on nutrition projects performance of National Child Development Agency, to determine the influence of project implementation on nutrition projects performance of National Child Development Agency and to determine the influence of monitoring and evaluation on nutrition projects performance of National Child Development Agency. The researcher used descriptive design; the aim population was 12 employees of NCD A; 2,326 beneficiaries of the project and 20 employees from stakeholders of projects as per human resource report; the sample size was 92 respondents. The data collection tools were questionnaire, interview and documentation. After collecting data, it was cleaned and coded. The researcher used SPSS, version 23 software application in order to process the data. Mean, standard deviation, percentages, correlation and regression investigation was castoff for data examination. The association amid the variables was established by use of Pearson correlations. Findings on confirmed that stakeholder participation in project planning influences project performance by increasing project acceptability by community, stated by majority of respondents strongly agreed and agreed. Findings on confirmed that stakeholder participation in project implementation influences performance of projects by contribution in cash, stated by majority respondents strongly agreed and agreed. Findings in table 4.8 show that participation in monitoring and evaluation influences project performance by providing feedback, confirmed by the demonstrators and supervisors, stated by majority respondents strongly agreed and agreed. The research concluded that the study thus concluded that putting proper stakeholders practice in terms of project planning will increase project performance within time and scope as well as project completion within budget and quality delivery of nutrition projects in Rwanda. The research survey concluded signifies that there was statistically significant effect of project implementation on project performance within time and scope as well as quality delivery of nutrition projects in Rwanda. Eventually the research concluded that monitoring and evaluation increased project performance within time and scope and there was also statistical significant effect of monitoring and evaluation on project performance within quality delivery of nutrition projects in Rwanda. The researcher suggested that management should ensure stakeholder participation in implementation of project influences project performance by creating a sense of ownership of the project by community. Researcher suggested the recommendations as management should put more emphasis on monitoring and evaluation for better project performance as well management should improve of project planning for better results. From the correlation matrix Table, the results show that there is a very strong correlation between project planning and performance of nutrition project as Pearson correlation is .663** with the p-value of 0.000, which is less than standard significance levels of 0.05. Reject the null hypothesis (Reject H₀) and accept the alternative hypothesis (Accept H₁). This indicates that, out of the considered other factors influencing performance of projects in Rwanda, only stakeholder participation in planning has significant and high positive effect on the performance of National Child Development Agency.

Key words: Performance, Stakeholders Participation, Project planning, Project Implementation and Project Monitoring

INTRODUCTION

An assessment report by Plan worldwide (2014) noticed that the maintainability and execution of local area improvement projects is poor in terms of stakeholder participation such as poor project planning, poor project implementation and poor monitoring and evaluation, one of the causes of this was set up as feeble cooperation by stakeholders.

The assessment did not focus on the support of stakeholders starting with one stage then onto the next of the venture cycle the executives and what it means for the project execution period between 2018 and 2020, this is significant in light of the fact that Ahenkan, (2013) noticed a connection between the two. Plan recognizes that investment of its stakeholders all through the tasks cycle stays obscure; endeavors have been made to build up this through subjective methodologies with little achievement. According to MINECOFIN project report (2016), in Rwanda, out of 1711 projects implemented in Rwanda, 35% of project not delivering when it was expected (schedule), 65% of projects not delivering it at the cost expected (budget), 45 of projects not bringing all the functionality that are expected (scope), 22% of projects did not continue after withdraw of projects funder and 55% of projects not delivering the functionality with the expected quality'' at least contributes to a fair perception of project failure (New times, March 09, 2020)

According to Dayour, (2015), a project's successful completion is a sign of a group's sincerity and potential for donor support. The issue of youngster affirmation projects not being able to sustain acceptability after a half-year of assignment determination while paying little consideration to a utilization of 12 million out of a period of one year was identified in a prior evaluation study by Plan International (2013). The lack of ownership by some significant stakeholders and their lack of foresight in undertaking the assignment without considering the beneficiaries is one of the justifications offered by the creators for the absence of stakeholders' support across all areas of carrying out the board adjustments.

Task managers must depart from the conventional idea of offering a range of responses in order to combine a granular perspective with a more logical strategy. The outcome is a greater dedication to the effort, even though it can make it harder to complete and demand more time and money. People who have been led and given a say in the outcome are more likely to support the effort. Hence, this research examine the impact of stakeholder participation on performance of nutrition projects in Rwanda.

Objectives of the Study

In general, objectives of the study was designate what was expected to achieve.

General Objective of the Study

The study was directed to assess the impact of stakeholder participation on performance of nutrition projects in Rwanda.

Specific Objectives

This study was guided by the following specific objectives; -

- i) To examine the influence of project planning on performance of National Child Development Agency.
- ii) To determine the influence of project implementation on performance of the National Child Development Agency.
- iii) To determine the influence of project monitoring and evaluation on performance of National Child Development Agency.

Research Hypothesis

This study was steered by the following hypothesis tests; -

- H₀1** Project planning has no statistical significance effect on performance of National Child Development Agency.
- H₀2** Project implementation no has statistical significance effect on performance of National Child Development Agency.
- H₀3** Project monitoring and evaluation has no statistical significance effect on performance of National Child Development Agency.

LITERATURE REVIEW

In this part of research comprises the current study conducted similarly to this research, and the empirical study will be based on the research objectives each objective constitutes a section in this part.

Stakeholder Participation in Planning and Performance

Shahzad (2018) coordinated an assessment in Pakistan and the inspiration driving the examination was to take a gander at the impact of undertaking, expecting project achievement with the mediating part of risk to the leaders and coordinating the work of culture. Data was assembled from 107 endeavor bosses by using reviews. To separate the relationship, backslide and association techniques were used, which showed the beneficial outcome of expecting accomplishment. The outcomes of the examination exhibited basic and irrelevant impacts of pointers on response factors.

Purposive sampling was used to select the 5 institutions of the sampled public institutions. The total sample comprised of 142 respondents. Simple random sampling was used to select 35 administrators and 107 workers. The instruments for data collection were questionnaires, interview schedules. Observation schedule was used by the researcher for assessing conditions of the resources for cost management. There was gap in conceptual because Ashworth (2014) did not mentioned how project management contribution towards employees' performance of public institutions. Hence, this study fills the gap by assessing the influence of how cost management affect performance of employees in Gululli division (Marilla & Svinicki, 2010).

Discoveries of the current investigation are in accordance with the past writing that better arranging in the beginning phase of the undertaking life cycle decidedly affects the last venture result. The aftereffects of the current examination agree that task arranging is decidedly connected with the venture achievement. Along these lines, prompting the acknowledgment of theory one. Explanation behind tolerating the H₁ as indicated by study is if the viable arranging of the venture is done, it improves the undertaking execution, which brings about project achievement. Presence of an interaction for overseeing hazards was seen to add to different parts of venture achievement. Theory two is tried that undertaking hazard the executives is decidedly connected with project achievement, and was acknowledged, which lines up with the past examinations and the reasons being that investigation of novel thoughts will help the administration of danger to limit its impact to accomplish the task objectives and destinations which prompts project achievement (Shahzad 2018).

Additionally, Ahenkan (2013) found out that collection of data on stakeholders, which is a significant step, is critical in facilitating the formulation of stakeholder engagement strategies. It can be argued that collection of data on stakeholders does not directly translate into project sustainability but it is one of the building blocks for effective project sustainability strategies. However, Choo (2001) found out that generation of data on stakeholders is more successful under conditions of mutual trust and honesty where stakeholders can freely give true information without fear, mistrust or self-interested hidden motives.

In Addition, basic interaction as task arranging, recognizing the jobs and obligations of all stakeholder and keeping a warm working relationship with them are additionally commonly appropriate for project execution. The most widely recognized strategies or instruments utilized in the stakeholder contribution in arranging stages are project Plan and Milestones Reviews. The strategy consists of full responsibility of various stakeholder in the arranging interaction. At this level, the task administrators set up the venture financial plan, set destinations for every member and plan works (Madeeha & Imran, 2014).

Stakeholder Participation in Implementation and Performance

Zraunig (2018) did an examination on the effect of undertaking the board execution on the fruitful fulfillment of activities, this errand the endeavor wanted to assess the impact of task the executives' execution on the accomplishment of adventure realization. Notwithstanding the way that project accomplishment is the most inspected subject of assignment by the leaders, little is pondered the effect of undertaking the board achievement on the achievement of exercises. Despite the gigantic scope of undertaking the chiefs composing and preparing available, the board approaches disregard to pass on consistent endeavor accomplishment. In like way, there is a need to interpret the work of adequately applying the board ways of thinking on project accomplishment.

This investigation takes a gander at the current status of adventure the chief's procedures and their impact on the segments of undertaking accomplishment. Regardless of the way that exercises are supervised since old events, a concentrated composing overview reveals that the speculative establishments of assignments the chief's techniques are not yet settled upon. Undertaking accomplishment depends upon the leader's accomplishment and the achievement of the end-product. This tends to the small and full scale perspective of undertaking accomplishment, the restriction of which rouses spellbound reactions (Zraunig 2018).

Errand accomplishment is affected by a wide scope of components, outside the control of the board. This investigation examined the data of errand experts, scattered in excess of ten nations. The accumulated data recommends that best endeavors execute, anyway don't totally utilize contemporary undertaking the board contraptions and strategies to their abilities. The effect of undertaking the board mechanical assemblies and strategies on project accomplishment depends upon the specialists' planning, the condition and level of use achieved, however the human factor has a principal impact for gaining project headway. This investigation suggests that the undertaking leader's accomplishment tends to one of two crucial components for gaining project headway, consequently, earnestly influencing adventure accomplishment. The opening in examination is that moreover didn't ponder the essential occupation of accomplice's help in use of undertaking or in achievement of errand finish. In any case, this examination will combine the work of accomplices in the execution project stage (Zraunig 2018).

Then again, Atiibo (2012) analyzed budget planning and challenged their impact on the board on account of performance, promotion and strengthening in the upper east district of Ghana. The investigation showed that the jobs and interests of the key stakeholder were basic to the task activities. In any case, the stakeholder was discovered to be portrayed by easygoing and brief activities which isn't prevalently standardized. Difficulties like out of line rivalry, irreconcilable situation, frail responsibility, and helpless correspondence line, restricted aptitude of administrators, misconception and enthusiasm for authority issues were found to seriously affect those crafted by the associations. The findings of the study are anticipated to budget planning and impact project performance. The study was able to obtain a 95% response rate. The study of the correlation analysis indicated there was strong positive effect of budget planning and project performance while the p value results indicated there was a statistically significant relationship between budget planning on the project performance. The study recommended that budget planning combines elements that allow projects to succeed in all aspect of budget.

Stakeholder Participation in Monitoring and Evaluation and Performance

Concurring Mnarana (2010) in her investigation on the importance of local area support in a progressing development of school Tanzania, the examination directed at Mlali & Mzumbe ward at

Morogoro. The investigation was both Qualitative and quantitative with assistance of triangulation techniques for information assortment the examination closed with the accompanying discoveries: For a venture or intercession to be practical communitarian investment assume a significant part as it was and still viewed as the dynamic one, as the examination found that, cooperation by material giving was a significant prompting local area possession subsequently maintainability of the mediation, the investigation additionally stress on significance and helpfulness of aptitude information if just the local area individuals were likewise capacitated in assuming control over the intercession regardless of whether in minor exercises. The gate found was that the creator didn't give the appearance at which level of task the board in which the stakeholders' cooperation is fundamental.

Tiffow (2013) a quantitative distinct examination found that maintainability is an area issue requiring associated activity of numerous stakeholders to all levels: public, provincial government, private area improvement accomplices and local area itself and increasing their investments in projects lead to supportability. The investigation led to the Mbea area. The goal of study was to recognize the key components that influence the accomplishment of venture. The creator adjusted the quantitative exploration stoop; the number of inhabitants in the study was 1245 recipients. The discoveries were of local area interest in the investigation of projects taking on various structures in various phases of the venture cycle. Notwithstanding the time contrast between the old and new undertakings, the nature and level of cooperation for nearest by networks is everything viewed as restricted to data giving, discussion and obligation.

Maina (2013) did an assessment on account of accomplice backing to the achievement of the Economic Stimulus Programs focusing in on tutoring projects in Nakuru County. The objections of the assessment were to choose the effect of accomplice venture to the assignment decision and recognizing verification; the effect of accomplice interest to project organizing; the effect of accomplice collaboration to project use and the effect of accomplice backing to project checking and appraisal on the accomplishment of the Economic Stimulus Programs: an occurrence of guidance projects in Nakuru County. Key disclosures of the examination incorporated the establishment of a positive association between accomplice premium in project recognizing evidence and assurance, support in project organizing, collaboration in project execution and premium in project checking and evaluation and achievement of the Economic Stimulus Programs. Composing on how the perceived determinants of Monitoring and evaluation can be changed into procedure needs. As needs be, future examinations should focus in on M and E methodology as gadgets for gaining ground in neighborhood.

Other than that, as shown by Curwin (2002), "Using time feasibly" is the way toward sorting everything out and coordinating how to part your time between express exercises. Happy using time feasibly draws in you to work more mind blowing not harder with the target that you complete more in less time, in any case, when time is tight and pressures are high. Neglect to deal with your time harms your plentifulness and causes pressure" Using time profitably" suggests the way that you set up and plan how long you spend on express exercises. It might emit an impression of being senseless to offer significant chance to finding no preferable time over right now association, rather than utilizing it to push ahead with your work, yet the advantages are colossal: more imperative comfort and proficiency, an unparalleled expert standing, less squeezing factor, expanded freedoms for progress, more perceptible freedoms to accomplish basic life and calling targets, (Curwin 2002).

A study carried by Daniel (2017) on project good working condition culture and project performance. The research study used descriptive research design in collecting the data from respondents. Study findings revealed that a project good working condition culture in a project can help employees to comply with their forecasted goals by helping accommodate and maintain positive spirit to perform well. Findings also showed that the importance of project good working condition culture for a long term targets for project performance. Recognition changes positively working environment, its increase performance and employee morale as well project performance, recognition decrease stress, absenteeism, and staff turnover. Recognition is an indispensable factor that impact employee performance, knowing this could bring victory of the project. Research recommends that a project

that applies a project good working condition culture the outcome is triple than the project which doesn't apply this program.

Theoretical Framework

Stakeholder Theory

The accomplice theory was advanced by Ochieng (2013) and holds that the inspiration driving any business is to overhaul the value of the affiliation and advance motivator for all of the accomplices. The Stakeholder Theory exhaustively covers the various accomplices drew in with the program executions like benefactors, researchers, customers/beneficiaries, suppliers and the chiefs and shockingly an authoritative customers of the program, (Donaldson & Preston, 2010). This speculation holds that the coordination between the distinctive program accomplices both internal and external can be instrumental in empowering connection in the undertaking which will incite satisfaction of the normal targets inside such a course of action of association (Miles 2012).

This study focused on stakeholder theory because management of school feeding programs need to understand and address stakeholder needs in development of programs in order to ensure sustainability. Instrument perspectives view stakeholders as an end in itself and the organization is argued to take the stakeholders into consideration as this leads to success in the end. The theory also delineates how community involvement in the lifecycle stage influences the performance of program (Akanbi 2013).

This will prompt more clients engaging in the program execution as workers and increment their feeling of proprietorship which is essential in achieving the program objectives. This Theory further cultivates the requirement for effect of stakeholders' participation in execution of nourishment projects as a critical device of encouraging activities and projects accomplishment in Rwanda.

The Theory of Change

This theory was advanced by Huey, Chen, Peter Rossi, Michael Quinn Patton & Carol Weiss in 1995. The main emphasis of the theory is to identify how change is brought about and the people responsible for the change. The theory is currently represented by the logical models and presents how overall logic is used in the intervention. Being in the body of theory of change, it is applied to development evaluation domain. The theory of change is a long-term evaluation framework that describes the flow of inputs and activities of a project into outputs, outcomes and consequently impact. The theory of change does not involve in data collection exercise as an assessment criterion but creates a result framework like that of logical framework (Dona & Muamer 2012).

Shapiro (2005) continues that monitoring and evaluation specialists use the theory of change in anticipating, promoting and sustaining the changes they would want the project to bring to the society. The theory of change thus is M&E tool that is used by the project to anticipate the changes the project will bring to the community. Rogers (2006) puts a difference between the theory of change and logical modals by highlighting that the theory of change is drawn on a wider research and expresses the relationship outcomes at different levels and interventions coupled with explanations while logical models set briefs about changes held by practitioners. The theory of change can thus be applied to a project by reading project documentaries, talking to stakeholders and using monitoring and evaluation data in order to improve the design and implementation of an ongoing project. Davies (2004) continues that the theory of change can be used at initiation stage, planning, implementation and even after the lifetime of an initiative depending on the expected use.

Theory of Constraints

Theory of Constraints in project management is an approach that helps to pinpoint the crucial limiting factor, usually referred to as a constraint or bottleneck, that gets in the way of achieving a goal. The main goal of this theory is to find and address that constraint to the extent that it is no longer a limiting factor. The Theory of constraints is often associated with the saying "a chain is only as strong as its weakest link" because the process of finding a weak link in a chain is very similar to finding a bottleneck in a system. The theory of constraints hypothesizes that any complex system

consists of multiple related activities, where one of them, the weak link in the chain, could potentially disrupt the entire system (Adeli, 2003)

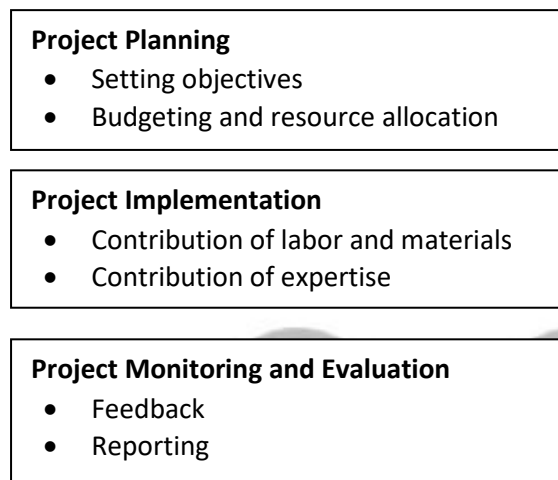
This will prompt more project managers engaging in the project execution as workers and increment their feeling of proprietorship which is essential in achieving the project objectives. This Theory further cultivates the requirement for effect of stakeholders' participation in execution of nourishment projects as a critical device of encouraging activities and projects accomplishment in Rwanda.

Conceptual Framework

There is an independent variable as well as a dependent variable. The stakeholder participation is considered an independent variable whereas the dependent variable is performance of the nutrition project.

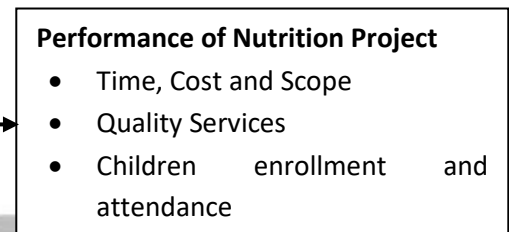
Independent Variable

Stakeholder Participation



Dependent Variable

Performance of Nutrition Project



Source: Researcher, 2021

Figure 1: Shows Conceptual Framework

RESEARCH METHODOLOGY

This section presented the methods that the researcher used when carrying out the research. The researcher presented the research design, the study population, sample size and the data collection instrument, data analysis and liability and validity of information. The chapter further presented the methods that were used to present, analyze and interpret collected data.

Research Design

Descriptive research design was used to describe stakeholders' participation in terms of program, decision making and monitoring and evaluation of programmes. The study described the level of stakeholders' participation on performance of National Child Development Agency, such as children enrollment and attendance and reduced dropout rate. The analytical research design will be used to establish the effect of stakeholders' participation on performance of National Child Development Agency.

Target Population

The entirety, everything being equal, subjects, or individuals that have a predefined set of one more normal trademark that characterize it; in inferential insights, the gathering to which deductions are drawn. William & Stephan, (2005) said that the population is a set of cases about which one wishes to draw some conclusion. Population was 12 employees of NCDCA and beneficiaries of the project and 20 employees from stakeholders of projects.

Sample Size and sampling technique

In simple words, the sampling technique or procedure the researcher adopted in selecting items or individuals for the sample. Due to resources constraints (time and money), the whole population cannot be covered for sampling, consequently, sample size was chosen using the Dr. Alain Bouchard formula saying that for the population under 1,000,000 individuals, the sample can be 96 with assumed error of 10% and 90% of precision.:

$$nc = \frac{n}{1 + \frac{n}{N}} = \frac{n}{N + n} = \frac{N \cdot n}{2356 \times 96} \text{ where } nc = \frac{2356 \times 96}{2356 + 96} = 92.24 \sim \mathbf{92 \text{ Respondents}}$$

Where:

Nc is the adjusted minimum sample size

n is the minimum sample size =96

N is the total population = 2,356

92 respondents among 2356 was randomly selected and studied. To collect quantitative and Qualitative data, semi-structured questionnaires was administered to ninety-two (92) randomly selected members

Data Collection Tools

Information assortment was the way toward get-together and assessing information on variables of interest, in a set up efficient plan that engages one to react to communicated investigation questions and evaluate results. A questionnaire was an appraisal instrument including a development of solicitations and different prompts to gather data from respondents. For this situation, the scientists was utilized the meeting timetable to direct the conversation with the respondents who were key witnesses, workers from head office and subsequently expected to expound on a few issues.

Data Analysis

After gathering data, it was filleted and coded. Descriptive statistics means frequencies; percentages used to analyze, interpret and discuss the findings of all three objectives. This was because those objectives needed to be descriptive. With subjective information, content examination just as tables were utilized to decipher information introduced to give clarifications to the realities that was communicated by the respondents. Information additionally was introduced as far as rate in order to show the heaviness of reactions contrasted with the quantity of respondents. The scientist was likewise utilized the Statistical Package for Social Science (SPSS Version 23) for quantitative information investigation. The algebraic expression of the regression model was taken the following form

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where

Y = Performance of Nutrition Project

α = Model Constant

β_1 = Model Coefficients

e = Error Term (unknown random error assumed as normally distributed)

X_1 = Project Planning

X_2 = Project Implementation

X_3 = Project Monitoring and Evaluation

RESEARCH FINDINGS AND DISCUSSION

This section covered the presentation of findings, discussion and interpretation of data obtained from the field. From the findings, analysis and presentation was done through frequency tables, regression and percentages aided by Statistical Package for Social Science (SPSS) (Version 23) computer software. Thereafter, a brief description of the findings was guided by the objectives of the research from the analysis of the data.

Table 1: Findings on the influence of project planning on performance of National Child Development Agency

Project Planning on	SA	A	N	D	SD	Mean	Std Dev.
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Performance	fi	%	fi	%	fi	%	fi	%	fi	%		
Stakeholder participation in project planning influences project performance by increasing project acceptability by community	2	42.	2	42.	3	4.	4	5.	3	4.4	1.8676	1.04958
Stakeholder participation in project planning influences project performance creating a sense of ownership of the project by community	3	55.	1	26.	6	8.	4	5.	2	2.9	1.7353	1.04550
Planning of stakeholder participation leads to project sustainability	3	50.	2	33.	4	5.	5	7.	2	2.9	1.7941	1.04466
Planning of stakeholder participation enabled community to hold project leadership accountable and contributed to community empowerment	2	2.9	2	35.	2	2.	2	2.	3	55.	1.6176	.91471
Overall Average											1.7536	1.0136

Source: Primary Data, Field results (March, 2022)

Keys Abbreviations: From the above table; fi Signify frequency, % refers to percentage, SA: Strongly Agree; A: Agree; N: Neutral; D: Disagree; and SD: Strongly Disagree; X: Mean; $\bar{S}DEV$: Standard Deviation

Findings on table 1 confirmed that stakeholder participation in project planning influences project performance by increasing project acceptability by community, stated by 85.3% respondents strongly agreed and agreed. Stakeholder participation in project planning influences project performance creating a sense of ownership of the project by community, confirmed by 82.4% respondents strongly agreed and agreed. Planning of stakeholder participation leads to project sustainability, stated by 83.8% respondents strongly agreed and agreed. Planning of stakeholder participation enabled community to hold project leadership accountable and contributed to community empowerment, confirmed by 91.2% respondents strongly disagreed and disagreed.

According to findings from role of project planning in National Child Development Agency has presented overall average of (\bar{x} =1.7536 and $SDEV$ =1.0136) in stimulating the on the performance in the project; that means there is moderate mean and evidence of the existence of the fact and heterogeneity of responses. However there are different influences of project planning affected performance of National Child Development Agency that include stakeholder participation in project planning influences project performance by increasing project acceptability by community, stakeholder participation in project planning influences project performance creating a sense of ownership of the project by community, planning of stakeholder participation leads to project sustainability and planning of stakeholder participation enabled community to hold project leadership accountable and contributed to community empowerment, and all relevant stakeholders were consulted about project planning in National Child Development Agency.

According to the study of Del-Ninno (2012) demonstrated that main items to address while project planning can be vastly different, depending on what is being planning. To setting objectives, budgeting and resource allocation. Other things that can be planned include employees' responsibilities, applicable law, project management processes to be used and payment schedule. Many people do not realize that planning may not be the primary section criteria or the major concern.

Table 2: Findings on perceptions of respondents on influence of project implementation on performance of the National Child Development Agency

Project Implementation and Performance	SA		A		N		D		SD		Mean	Std Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
Stakeholder participation in project implementation influences performance of projects by contribution in cash	46	73.5	10	16.2	4	5.9	2	2.9	1	1.5	1.4265	.85197
Stakeholder participation in project implementation influences performance of projects by contribution in management of labor, material	35	54.4	24	38.2	1	1.5	2	2.9	2	2.9	1.6176	.89825
Participation in implementation enabled community to hold project leadership accountable and contributed to community empowerment	25	39.7	34	51.5	2	2.9	3	4.4	1	1.5	1.7647	.83071
Stakeholder participation in implementation influences project performance creating a sense of ownership of the project by community	01	1.5	2	2.9	2	2.9	26	41.2	33	51.5	1.6176	.81092
Average	Overall										1.6066	0.8479

Source: Primary Data, Field results (August, 2021)

Keys Abbreviations: From the above table; fi Signify frequency, % refers to percentage, SA: Strongly Agree; A: Agree; N: Neutral; D: Disagree; and SD: Strongly Disagree; x : Mean; SDEV: Standard Deviation

Findings on table 2 confirmed that stakeholder participation in project implementation influences performance of projects by contribution in cash, stated by 89.7% respondents strongly agreed and agreed. Stakeholder participation in project implementation influences performance of projects by contribution in management of labor, material, confirmed by 92.6% respondents strongly agreed and agreed. Participation in implementation enabled community to hold project leadership accountable and contributed to community empowerment, stated by 91.2% respondents strongly agreed and agreed. Stakeholder participation in implementation influences project performance creating a sense of ownership of the project by community, stated by 92.6% respondents strongly disagreed and disagreed.

According to findings from project implementation in National Child Development Agency has presented overall average of (\bar{x} =1.6066 and SD=0.8479) in influencing the performance of the project; that means there is moderate mean and evidence of the existence of the fact and homogeneity of responses. However, the effects of project implementation on performance of National Child Development Agency supported by the researcher by confirming that they have gathered relevant information including stakeholder participation in project implementation

influences performance of projects by contribution in cash, stakeholder participation in project implementation influences performance of projects by contribution in management of labor, material, participation in implementation enabled community to hold project leadership accountable and contributed to community empowerment and stakeholder participation in implementation influences project performance creating a sense of ownership of the project by community.

Lehrer (2013) states that project implementation (or project execution) is the phase where visions and plans become reality. This is the logical conclusion, after evaluating, deciding, visioning, planning, applying for funds and finding the financial resources of a project. Technical implementation is one part of executing a project. In project implementation or project execution, we put it all together. Project planning is complete, as detailed as possible, yet providing enough flexibility for necessary changes. In a customer-contractor relationship, the contract is signed, based on the right decisions about the contract structures, and including clauses for change and claim management.

Table 3: Perceptions of respondents on influence of monitoring and evaluation on performance of National Child Development Agency

Monitoring and Evaluation and Performance	SA		A		N		D		SD		Mean	Std Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
Participation in monitoring and evaluation influences project performance by providing feedback	35	55.9	24	38.2	0	0.0	2	2.9	2	2.9	1.5882	.8849
Participation in monitoring and evaluation influences project performance by providing a clear reporting	1	1.5	1	1.5	2	2.9	22	35.3	37	58.8	1.5147	.7628
Stakeholder participation in monitoring and evaluation influences project performance by increasing project acceptability by community	32	50.0	23	36.8	5	7.4	2	2.9	2	2.9	1.7206	.9438
Stakeholder participation in monitoring and evaluation influences project performance by enabling good project completion.	35	55.9	13	22.1	2	4.4	6	10.3	5	7.4	1.9118	1.301
Overall Average											1.6838	0.97312

Source: Primary Data, Field results (August, 2021)

Keys Abbreviations: From the above table; fi Signify frequency, % refers to percentage, SA:

Strongly Agree; A: Agree; N: Neutral; D: Disagree; and SD: Strongly Disagree; \bar{x} : Mean; SDEV: Standard Deviation

Findings in table 3 show that participation in monitoring and evaluation influences project performance by providing feedback, confirmed by the demonstrators and supervisors, stated by 94.1% respondents strongly agreed and agreed. Participation in monitoring and evaluation influences project performance by providing a clear reporting, confirmed by 94.1% respondents strongly disagreed and disagreed. Stakeholder participation in monitoring and evaluation influences project performance by increasing project acceptability by community, stated by 86.8% respondents strongly agreed and agreed. Stakeholder participation in monitoring and evaluation influences project performance by enabling good project completion, confirmed by 77.9% respondents strongly agreed and agreed.

According to findings from monitoring and evaluation in National Child Development Agency has presented overall average of (\bar{x} = 1.6838 and SD=0.97312) in affecting the performance of the project; that means there is moderate mean and evidence of the existence of the fact and

homogeneity of responses. However, opinion’s results for participation in monitoring and evaluation influences project performance by providing feedback, participation in monitoring and evaluation influences project performance by providing a clear reporting, stakeholder participation in monitoring and evaluation influences project performance by increasing project acceptability by community and stakeholder participation in monitoring and evaluation influences project performance by enabling good project completion.

Kirianki (2013) that Monitoring and Evaluation is used to assess the performance of projects, institutions and programmes set up by governments, international organisations and NGOs. Its goal is to improve current and future management of outputs, outcomes and impact. Monitoring is a periodically recurring task already beginning in the planning stage of a project or programme. Monitoring allows results, processes and experiences to be documented and used as a basis to steer decision-making and learning processes. Monitoring is checking progress against plans. The data acquired through monitoring is used for evaluation.

Table 4: Correlation Matrix Results

		Project Planning	Project Implementation	Project Monitoring and Evaluation	Stakeholders participation	Performance
Project Planning	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	63				
Project Implementation	Pearson Correlation	.899**	1			
	Sig. (2-tailed)	.000				
	N	63	63			
Project Monitoring and Evaluation	Pearson Correlation	.730**	.604**	1		
	Sig. (2-tailed)	.000	.000			
	N	63	63	63		
Stakeholders participation	Pearson Correlation	.965**	.901**	.720**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	63	63	63	63	
Performance	Pearson Correlation	.663**	.565**	.927**	.668**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	63	63	63	63	63

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

From the correlation matrix Table, the results show that there is a very strong correlation between project planning and performance of nutrition project as Pearson correlation is .663** with the *p-value* of 0.000, which is less than standard significance levels of 0.05. Reject the null hypothesis (Reject H_0) and accept the alternative hypothesis (Accept H_1). This indicates that, out of the considered other factors influencing performance of projects in Rwanda, only stakeholder participation in planning has significant and high positive effect on the performance of National Child Development Agency.

The results showed that there is very strong correlation between project implementation and performance of nutrition projects as Pearson correlation is .565**. The *p-value* is 0.000, which is less than standard significance levels of 0.05. Reject the null hypothesis (Reject H_0) and accept the

alternative hypothesis (Accept H_1). This indicates that, when ignore other factors affecting performance of nutrition projects in Rwanda, only project implementation has significant influence on performance of National Child Development Agency.

From the correlation Table, the results show that there is very strong correlation between stakeholder participation in monitoring and evaluation and performance of nutrition projects as Pearson correlation is .927**. The p -value is 0.000, which is less than standard significance levels of 0.05. Reject the null hypothesis (Reject H_0) and accept the alternative hypothesis (Accept H_1). This indicates that, out of other factors influencing of performance of projects in Rwanda, only stakeholder participation in monitoring and evaluation has significant relationship with performance of National Child Development Agency.

Generally, table 4 revealed that, p -value is 0.000, which is less than standard significance levels of 0.05. Reject the null hypothesis (Reject H_0) and accept the alternative hypothesis (Accept H_1). The results from correlation matrix analysis showed relationship between stakeholder's participation and performance of nutrition project with a Pearson correlation value of .668** and it is significant, the researcher proved that there is high and positive relationship between stakeholders participation and performance of National Child Development Agency.

Table 5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.012	3	21.671	122.737	.000 ^b
	Residual	10.417	59	.177		
	Total	75.429	62			

a. Dependent Variable: Performance of project

b. Predictors: (Constant), Monitoring and Evaluation, Implementation, Poject Planning

Basing on ANOVA Table 5, p -value is 0.000 which is less than the 0.05, set as standard significance levels with fit level of 122.737. This means that null hypothesis stated that there is no significant influence of stakeholders participation on performance of National Child Development Agency, was rejected and goes by the alternative hypothesis, which states that the independent variable influences project performance in terms time, cost, scope and quality services.

Table 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	-.249	.226			-1.102	.275
Project Planning	-.088	.092	-.124		-.953	.345
Project Implementation	.090	.104	.097		.866	.390
Monitoring and Evaluation	1.055	.079	.959		13.355	.000

a. Dependent Variable: Performance

$$Y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Y= Project Performance

α =Constant

$\mathcal{E}_{(1-3)}$ =Error

$\beta_{(1-3)}$ =Coefficient of the Disbursement

X_1 = Project Planning

X_2 = Project Implementation

X_3 = Monitoring and Evaluation

$$Y = -0.249 + -0.088 (\text{Project Planning}) + 0.090 (\text{Project Implementation}) + 1.055 (\text{Monitoring and Evaluation}) + 0.275$$

The multiple regression equation demonstrates that project performance in Rwanda will always depend on a constant factor of -0.249 regardless of the existence of other factors. The other

variables explain that; every unit increase in monitoring and evaluation will increase project performance by a factor of 1.055, followed by unit change in project implementation by a factor of 0.090 and lastly project planning by -0.088. This signifies that proper practice of monitoring and evaluation in the project will increase more in project performance. The study results compared well and are consistent with the study by Lechner, (2004) in which 75% of the respondents agreed confirming the majority with the regression equation that had a positive slope signifying that a unit change in rural electrification leads to increase of other variable of economic growth in in Zambia.

CONCLUSION

The projects for nutrition are key economic pillar for economic development as much as Rwanda Vision 2020 as it was concerned. Therefore, a healthy nation would provide a vibrant working environment for projects and so it's functioning on project planning, project implementation and monitoring and evaluation while key performance concerns of the projects. Considering this, the study sought to establish the influence of stakeholder practices on performance of nutrition projects in Rwanda. The study thus concludes that putting proper stakeholder practices in terms of monitoring and evaluation, project implementation and lastly project planning respectively would increase project performance in terms of time, scope and quality in Rwanda.

Project Planning on Project Performance

The study thus concluded that putting proper stakeholders practice in terms of project planning will increase project performance within time and scope as well as project completion within budget and quality delivery of nutrition projects in Rwanda. However, some of respondent disagreed that planning of stakeholder participation doesn't enabled community to hold project leadership accountable and contributed to community empowerment but this was insignificant in overall project planning towards project performance.

Project Implementation on Performance

The research survey concluded signifies that there was statistically significant effect of project implementation on project performance within time and scope as well as quality delivery of nutrition projects in Rwanda. However minority disagreed with the statements but this did affect that project implementation that had a positive impact on project performance.

Monitoring and Evaluation on Performance

Eventually the research concluded that monitoring and evaluation increased project performance within time and scope and there was also statistical significant effect of monitoring and evaluation on project performance within quality delivery of nutrition projects in Rwanda.

Recommendations

The researcher suggested the following recommendations such as project management should be carefully with planning of stakeholder participation that enable the community to hold project leadership accountable and contributed to community empowerment. Management should ensure stakeholder participation in implementation of project influences project performance by creating a sense of ownership of the project by community.

Researcher suggested the recommendations as management should put more emphasis on monitoring and evaluation for better project performance as well management should improve of project planning for better results.

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