



INFLUENCE OF STAKEHOLDER INVOLVEMENT ON HUMANITARIAN PROJECT PERFORMANCE IN REFUGEE CAMPS IN RWANDA. CASE OF KIZIBA REFUGEE CAMP

Jean Christophe BUCYANAYANDI

MSC Graduate, University of Kigali

Dr. Ronald KWENA

Dean of Graduate School, University of Kigali

Abstract

This study sought to investigate the factors that influence the project performance in Kiziba refugee camp. The study attempted to evaluate the influence of the human resource factors, organizational leadership, resources allocation and stakeholder involvement on the success of humanitarian projects in refugee camps in Rwanda. The study adopted a descriptive research design and the target population was all the 65 staff working in the Eight NGOs and multilateral organizations operating in Kiziba camp. Due to the small number of target population, and being located in the same area/location a census was used for data collection using a survey questionnaire. For the analysis of quantitative data, inferential and descriptive statistics was used with the help of Statistical Package for Social Sciences (SPSS). Descriptive statistics encompassed mean, standard deviation, frequencies and percentages. Results from both descriptive and inferential statistics was presented using tables. Correlation analysis was also used to determine the influence of different factors analyzed on the performance of humanitarian projects. The study found that stakeholder involvement plays a vital role in the performance of humanitarian projects in Kiziba camp. Humanitarian NGOs were encouraged to organize and hold stakeholder meetings with project beneficiaries to improve implementation status and buy-in of the goals and objectives by beneficiaries.

Keywords: Stakeholder involvement, Humanitarian project, Performance, Refugee Camp.

Introduction

The United Nations High Commissioner for Refugees (UNHCR) define Protracted Refugee Situations (PRS), as situations where refugees have been in exile for 5 years or more after their initial displacement, without immediate prospects for implementation of durable solutions (Milner & Loescher, 2011). There has been a large displacement of persons around the world caused by conflict, wars and natural disasters. The Global Trend Report (2013) indicated that there were 16.7 million refugees worldwide at the end of 2013, 11.7 million under the mandate of UNHCR, around 1.2 million more than at the end of 2012. The other 5 million Palestinian refugees are registered with the United Nations Relief and Works Agency (UNRWA, 2012). UNHCR's presence in the Democratic Republic of Congo (DRC) has been established since 1975. As of February 2015, some 221,737 refugees (mainly from Rwanda, Central African Republic -CAR-, Burundi) are hosted in DRC; which is also home to 2,715,185 IDPs while 467,102 Congolese refugees live in neighboring countries. UNHCR is providing assistance and protection to person of concern through 13 offices. Ethiopia maintains an open-door asylum policy and allows humanitarian access and protection to those seeking refuge in its territory. With nearly 650,000 refugees at the end of November 2014, Ethiopia is nowadays the country hosting the biggest number of refugees in Africa. Since 1996, Rwanda has been hosting refugees from the Democratic Republic of Congo (DRC). As of September 2019, there were nearly 75,912 active refugees from DRC in Rwanda with 74,739 living in five camps (Gihembe, Kigeme, Kiziba, Mugombwa and Nyabiheke), with a further 1,173 (1.5%) residing in urban areas. Since 2015, Rwanda has also been hosting to over 69,423 Burundian refugees who fled insecurity and unrest due to the political situation. The vast majority live in Mahama refugee camp while 12,481 (18%) live in urban areas, mainly in Kigali and Huye UNHCR Rwanda, (2019). Refugees in Rwanda enjoy a generally propitious protection environment, yet the context of refugee camps and shortage of livelihood opportunities mean that most refugees are still highly dependent upon assistance to meet their basic needs such as shelter, water, sanitation and hygiene, food, health, education, nutrition and cooking energy. However, over the years various interventions have been implemented in Kiziba refugee camp with an aim of enabling the refugees to become self-reliant in the wake of the dwindling humanitarian assistance therefore, the humanitarian project performance remained uncertain to support the refugees to become self-reliant after more than 24 years living as refugees in Rwanda and with no foreseeable possibility of safe, dignified return - the response strategy for the protracted Congolese refugee situation in Kiziba camp is focused on inclusion of refugees in national systems and scaling up livelihoods so refugees can graduate from dependency, become self-reliant, and contribute to the local economy. Under the One UN umbrella, concerted efforts have been made to ensure developmental outcomes in the United Nations Development Assistance Plan (UNDAP 2018 – 2023) that speak to the inclusion of refugees in the national planning processes in lieu of having parallel systems specifically meant for refugees According to Antill (1974), a project is only successful if it comes to completion on schedule, with planned budget, it achieves the deliverables originally set for it and satisfies and accepted by beneficiaries/clients whom the project was intended to and who use them. According to Antill (1974), a project is only successful if it comes to completion on schedule, with planned budget, it achieves the deliverables originally set for it and satisfies and accepted by beneficiaries/clients whom the project was intended to and who use them therefore, this study aimed at assessing the influence of stakeholder involvement on humanitarian project performance in Kiziba refugee camp.

Research objectives

- a. To assess the extent to which stakeholder involvement influences humanitarian project performance in Kiziba refugee camp.

Research Hypothesis

- a. H₁₀: There is no significant influence of stakeholder involvement on humanitarian project performance in Kiziba refugee camp.
H₁₁: There is significant influence of stakeholder involvement on humanitarian project performance in Kiziba refugee camp.

Theoretical Background

According to (Bull, 1991) a theory is defined as a series of interrelated concepts, definitions, and positions that display a systematic view of the phenomena by defining relations among variables with the purpose of explaining or predicting the phenomena therefore, this study adopted the resource-based theory and management theory following different researchers among Kozlenkova, Samaha and Palmatier (2014), Gillis, Combs and Ketchen (2014) in non-governmental organizations resources include finances, equipment, skills and competence of the employee as well as leadership skills. Competencies/skills are a subsection of resources that have administrative and transformational capacities. Bhargara (2003) states that management theories are central to project implementation in any organization Project managers who have acquired conceptual skills are capable to practice different management theories to any project implementation. For a manager to be technical, it involves that he or she must act professionally. Professionalism requires that the manager carry out his or her duties and responsibilities within established procedures, rules and regulations. Any practice that compromises the manager's professional etiquette is certainly bound to interfere adversely with the organization's productivity while the manager's functions are the various roles played by the manager in an organization including planning, staffing, organizing, leading, reporting, coordinating, budgeting and controlling. Managing is an essential activity at all organizational levels. However, from different levels of an organization, the managerial skills required will change depending on the importance of concerned department this study was based theoretically on the role played by the humanitarian project managers to led successful projects aimed at supporting refugees to become self-reliant in Kiziba refugee camp in Rwanda.

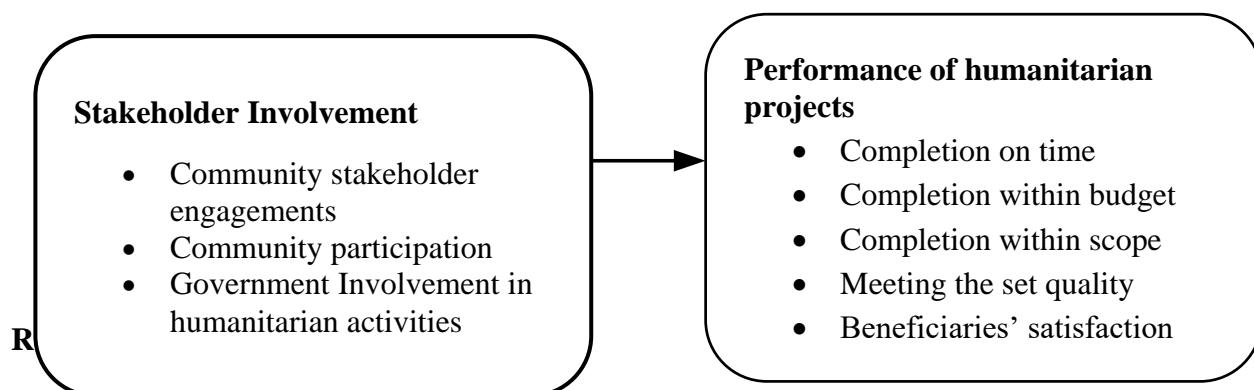
Conceptual Framework

According to (Reichel & Ramey, 1987) a conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. When clearly conspicuous, a conceptual framework could be a useful tool to scaffold research and, therefore, to assist a study to make meaning of subsequent findings. Such a framework should be intended as a starting point for reflection about the research and its context. The figure below described the conceptual framework under this study and was

formulated from various scholar’s view to bridge the gaps from their works.

Independent variables

Dependent Variable



The researcher used a descriptive and analytical research based on both quantitative data. The purpose of using descriptive research design is to ensure that issues related to quality management and implementation of education project are described and analyzed to permit reliable conclusions and The target population refers to the complete listing of all the items or individuals with at least one common thing in any field of the study (Kothari, 2014). Therefore, a target population in research is generally a large whole of individuals or objects that is the main focus of scientific question. It is for the interest of the population that researches are conducted. The target population of this study comprised all 76 staff of humanitarian NGOs operating in Kiziba refugee camp at the end of December 2020 and having operated in the past 5 years due to nature of study respondents the census was adopted to select the study population. Therefore, administration of data collection research instrument was done due by the research personally and was given to 76 respondents and the data collected were analyzed by using Correlation analysis and linear regression when testing the study hypothesis and determine the relationship between study variables.

Table1: Target population

N°	Organization	Number of Humanitarian Projects implemented*	N° of Employees/Target Population
1	UNHCR	4	7
2	WFP	4	4
3	ALIGHT	2	10
4	ADRA	2	4
5	AHA	2	5
6	PLAN	2	5
7	RWANDA RED CROSS	4	6
8	WORLD VISION INTERNATIONAL	1	4
9	HUMANITY AND INCLUSION (HI)	1	5
10	CARITAS RWANDA	4	7

11	PRISON RWANDA	FELLOWSHIP	3	8
TOTAL			29	65

Primary source (2022)

Presentation of finding and Discussion

The objective of this study was to assess the influence of stakeholder involvement on the performance of humanitarian projects in Kiziba camp. The respondents were requested to indicate their level of agreement on likert scale on different statements on the influence of stakeholder involvement on the performance of humanitarian projects in their nongovernmental organization.

Table 2. Stakeholder involvement

Respondents' perception on stakeholders/Beneficiaries' Involvement

Descriptive Statistics			
	N	Mean	SD
in our organization, stakeholder participation is an important aspect of humanitarian project performance	65	3.74	1.450
Our organization communicates frequently with stakeholders and understands their expectations in humanitarian projects implemented by our organization	65	3.48	1.542
Social marginalization affects community of participation in implementation of humanitarian projects	65	3.28	1.566
level of education / literacy affects community participation in implementation of humanitarian projects	65	3.25	1.511
Cultural beliefs and practices affect community participation in implementation of humanitarian projects	65	3.18	1.457
skills and knowledge affect community participation in implementation of humanitarian projects	65	3.11	1.336
our organization conducts community / stakeholder engagement and assessment during all phases of the humanitarian project management	65	3.06	1.488
Gender affects community participation in implementation of humanitarian projects	65	2.66	1.450
Valid N (listwise)	65		

Source: Analysis (2022)

Table 2. Exhibits that the respondents' size for all nine factors studied was 65. All statements about human resource factor were graded on a Likert scale of five scales, such as 1 showing "Strongly Disagree" and 5 showing "Strongly Agree. Mean values and the values of standard deviation demonstrate the nature of the responses. That is a respondents' observation concerning a specific statement.

The study revealed that statement with highest mean value was "our organization, stakeholders participation is an important aspect of performance of humanitarian projects" with values (M=3.74, SD=1.450) while the last statement with lowest mean value was "gender affects community participation in implementation of humanitarian projects" (M=2.66, SD=1.450) this showed that respondents were agreed with the statements and their responses were not homogeneous explained that stakeholders involvement factors were an important aspect of the performance of humanitarian project. The respondents were further requested to indicate how stakeholder involvement influences the performance of humanitarian projects in their nongovernmental organizations. From the findings, respondent highly supported that stakeholder participation is an important aspect of project management for humanitarian projects in Kiziba camp.

The study established that skills and Knowledge affect community participation in implementation of humanitarian projects, level of Education/literacy affects community participation in implementation of humanitarian projects and that cultural beliefs and practices affect community participation in implementation of humanitarian projects. This is in conformity with findings from Plummer (2000) who identified several factors affecting stakeholder participation in project implementation: skills and knowledge, employment, education and literacy, cultural beliefs and practices, gender, social and political marginalization are all factors that can impact on the level of participation in the activities of project implementation

Respondents' perception on performance of humanitarian projects

Table 3. Performance Project Implemented

Descriptive Statistics			
	N	Mean	SD
Humanitarian projects in our organization are finished within the budget	65	4.28	.893
Our humanitarian projects always achieve the set objectives	65	4.06	1.014
Humanitarian projects in our organization are completed within the scope	65	4.02	1.152
our humanitarian projects achieve the intended purpose	65	4.00	1.104
Humanitarian projects in our organization are finished as per specifications	65	3.95	.959
Our humanitarian projects achieve customer satisfaction	65	3.48	1.542

our organization finishes humanitarian projects within the set time	65	3.14	1.540
Valid N (listwise)	65		

Source: Primary Data, (2022)

Table 3. Exhibits that the respondents’ size for all nine factors studied was 65. All statements about human resource factor were graded on a Likert scale of five scales, such as 1 showing “Strongly Disagree” and 5 showing “Strongly Agree. Mean values and the values of standard deviation demonstrate the nature of the responses. That is a respondents’ observation concerning a specific statement.

The study revealed that statement with highest mean value was “humanitarian projects in our organization are finished within the budget “with values (M=4.28, SD=.893) while the last statement with lowest mean value was “our organization finishes humanitarian projects within the set time” (M=3.14, SD=1.540) this showed that respondents were agreed with the statements and their responses were not homogeneous explained were an important aspect of the performance of humanitarian project.

Hypotheses Testing

This section is related to hypotheses testing to determine the influence of stakeholder involvement on humanitarian project performance at $\alpha \leq 0.05$ as follows:

H₁: There is a significant influence of stakeholder involvement on humanitarian project performance at $\alpha \leq 0.05$. In order to test this hypothesis correlation analysis and regression analysis were used as follows:

Table 4: Pearson correlation

		Correlations	
		HPP	STHINV1
HPP	Pearson Correlation	1	.417**
	Sig. (2-tailed)		.001
	N	65	65
STHINV1	Pearson Correlation	.417**	1
	Sig. (2-tailed)	.001	
	N	65	65

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

Source: Primary Data, (2022)

HPP: Humanitarian project performance

STHINV1: Stakeholder involvement

The results that there was statistically significant positive correlation between stakeholders' involvement and performance of humanitarian project in Rwanda ($r = 0.417^{**}$, $p = .000 < 0.01$) therefore, we failed to accept the null hypothesis while accepting the alternative hypothesis.

Table 5: Regression for the influence of stakeholder involvement on humanitarian project performance

Dependent Variable	Model Summary		ANOVA			Coefficient				
	R	R ²	F	F Sig.	DF	Construct	Standard Errors	B	T	Sig.T
Project Perf	.713 ^a	.509	8.669	.000	1	Stakeholder involve	.0545	.538	2.447	.017

Source: Primary Data, (2022)

Statistical significance of the independent variable tests whether the unstandardized or standardized coefficients are equal to 0 (zero) in the population means for each of the coefficients, $H_0 : \beta = 0$ versus $H_a : \beta \neq 0$ is conducted. If $p < .05$, the coefficients are statistically significantly different to 0 (zero). The usefulness of these tests of significance are to investigate if each explanatory variable needs to be in the model, given that the other variables are already there. Given that, the β -value and corresponding p-value are in the stakeholder involvement ($\beta=0.454$, $t=-2.447$, $p=.017 < .05$) were statistically significant influence predictors of performance of humanitarian project in Rwanda

Conclusion and Discussion

The study established that stakeholder participation is an important aspect of humanitarian project management and implementation. The study also found that majority of NGOs operating in Kiziba camp conducted community/beneficiary engagement in project implementation. The study further revealed that skills and knowledge of stakeholders influence their participation in project implementation as well as the level of education. The study also found that social and political marginalization hinders community participation in humanitarian project implementation. Cultural beliefs and gender also influence the community participation in humanitarian projects implementation. the study found that stakeholder participation/involvement improves performance of humanitarian projects implemented in Kiziba camp. Non-governmental organizations operating

in Kiziba camp were involving community in projects implementation through community involvement. The study also revealed that skills, knowledge, social and political marginalization, cultural beliefs, gender and level of education influence community participation in humanitarian projects implementation in Kiziba camp. Therefore, this study recommended Humanitarian NGOs operating in Kiziba camp are encouraged to hold stakeholder meetings with project beneficiaries and communicate clearly on the goals and objectives of the project as this improves humanitarian project implementation and performance. The organizations are also encouraged to involve the community/beneficiaries in project management processes from start to finish to ensure buy-in for the project goals and their success as well as a smooth implementation.

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