

**STAKEHOLDER INVOLVEMENT AND PERFORMANCE OF DONOR
FUNDED PROJECTS IN RWANDA**

**A CASE STUDY OF 'EMPOWERING YOUTH THROUGH AN
INCLUSIVE COOPERATIVE MOVEMENT IN RWANDA' PROJECT
(EYICM) IN BUGESERA DISTRICT**

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**A Research Project Submitted in Partial Fulfillment of the Requirements for
the Award of a Masters Degree of Business Administration (Project
Management Option) of Mount Kenya University**

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DECLARATION

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Declaration by the Supervisor

This research proposal has been submitted with my approval as the Mount Kenya University Supervisor

Name: Dr Nyambane David

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DEDICATION

I dedicate this work to my lovely wife Jeannette, my sons Lionel, Lilian, Axel and Alec for their continuous love and support through my academic journey.

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The completion of this dissertation could not have been possible without the contribution and assistance of so many people whose names may not all be mentioned. Their contributions are sincerely appreciated and gratefully acknowledged.

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Above all, to the Great Almighty, the author of knowledge and wisdom, for his countless love.

Thank you

ABSTRACT

This study aimed at examining the role of stakeholder's involvement on performance of donor funded project in Rwanda. The role of stakeholder participation in project performance cannot be overlooked. A review of case studies has demonstrated a relationship between the two. The study undertook to demonstrate how stakeholder participation influences the performance of donor funded projects. The study considered stakeholders' participation in three phases of the project cycle; initiation, planning and implementation. In assessing project performance, the study was limited to two (2) key project performance indicators; timely completion and cost implication. The study was guided by three objectives: identify the influence of stakeholder participation in project initiation on project performance, understand the influence of stakeholder participation in project planning on project performance and determine the influence of stakeholder participation in project implementation on project performance. The researcher studied EYICM Project in Bugesera District, which was co-funded by European Commission and Plan International. The respondents projected representatives from donors, representatives from the implementing agency, and the project beneficiaries. Data were collected using questionnaire from project beneficiaries and interview guide from donor and implementing agency representatives. The total sample size of 75 was used in the study. Descriptive design was used to analyze data; specifically, the researcher used SPSS and mainly measures of central tendency used to describe data. The researcher correlated the dependent and independent variables in order to test the relationship between the variables. The study expressed a significant relationship between stakeholders' engagement in project initiation and project performance where $r=0.064$, $p<0.01$. in addition, the researcher found significant correlation between project acceptability by the community and performance of the project where $r=-0.646$, $p<0.01$. The outcome of the study will show the extent to which stakeholders involvement at all levels of project management cycle influences the performance of donor funded projects. As a result of investigation conducted through questionnaire and interview guide, the researcher discovered that most respondents confirmed stakeholders' participation in project initiation with 49% strongly agree and 21% agree being involved in needs assessment; 36% strongly agree and 21% agree being involved in proposing solutions; 30% strongly agree and 36% agree being involved in setting project objectives. At the level of planning, 36% strongly agreed, 14% agreed that their engagement contributed to project acceptability by the community; 40% strongly agree, 30% agreed that it created the ownership of the project by the community and lastly, at implementation level, 40% strongly agreed, 28% agreed that it created the sense of ownership of project by the community while 38% strongly agreed, 32% agreed that it contributed to community empowerment. On the basis of the study findings, the researcher made the following conclusions; The role of stakeholders' involvement on performance of donor funded project influenced performance of EYICM project in Bugesera District. Therefore, on the influence of project management factors on the EYICM project in Bugesera District, the study concluded that the adequate institutional management skills, donor contribution, positive government policies and institutional management practices aids the performance of the EYICM Project in Bugesera District in Rwanda.

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LIST OF ABBREVIATIONS AND ACRONYMS

EYICM: Empowering Youth through an Inclusive Cooperative Movement in Rwanda

IT: Information Technology

M&E: Monitoring and Evaluation

NGO: Non-Governmental Organization

PM: Project Management

PMBOK: Project Management Body of Knowledge

PMI: Project management Institute

SPSS: Statistical Package for Social Sciences

DEFINITION OF KEY TERMS

Community: a group of households who live close to one another

Stakeholder involvement: an approach whereby interest groups exercise their right to influence the design and execution of initiatives and not just be passive recipients of project benefits

Project performance: the degree of success a project exhibits when measured against key performance indicators (in this case time, cost, and sustainability)

Stakeholder: Stakeholders are people/ community who may directly or indirectly, positively or negatively affect or be affected by the outcome of the project or program

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter relates the background to the study through historical background of the topic, statement of the problem, objectives of the study, research questions and significance of the study. The limitations, scope and organization of the study are also emphasized.

1.1 Background to the Study

There is a high degree of consensus among development actors and project managers on the need for active participation of stakeholders in project design and implementation in order to ensure high project implementation success. Participation is inextricably linked to sustainable development and without a plurality of actors and approaches it cannot be realized (Green & Chambers, 2006). Stakeholder participation in project management has been identified as one of the cardinal principles of good project management and good governance in recent times (Bingham, Nabatchi, & O'Leary, 2005). Development projects are designed and implemented by and for people. These actors hold various interests in various aspects of the project. These actors otherwise known as the project stakeholders can either contribute to the success or failure of one or all components of the project.

A stakeholder then is one (or group) who has a certain interest in a project (Fleming, 2009). In general terms, people who constitute stakeholders include those who can get affected or can affect the development, design, and implementation of a project or activity (Smith, 2003). The concept of stakeholder participation has been variously conceived to include a process by which interested

parties affect and take part in the control of development initiatives and the decisions and resources that influence them (World Bank, 1996). By proactively and systematically working towards improving the levels of participation in the various stages of a project, the outcomes are more likely to suit local circumstances, ensure community ownership, and increase the sustainability of a project, enhance societal harmony, and increase social learning.

Participation can occur at any stage in the project cycle as (Stiglitz, 2002) highlighted: firstly, in planning; secondly in project design; and thirdly through mobilization of local resources as an important ingredient of the initiative. Put differently, there are chances for participation in the entire project cycle; needs analysis, planning, implementation and monitoring and evaluation. In fact, participation ought to involve people throughout the project cycle; in implementation, having a share of development benefits and evaluating project outcomes. The stakeholders also are in a position to define goals and project design (Mulwa, 2008). Despite contention among authors on the benefits of participation, the rationale of stakeholder participation is evident in several case studies.

Chamala (1995), identified efficiency as a benefit resulting from stakeholder participation. He stated that 'involving stakeholders and subsequently empowering them is an effective path for solving resource management issues sustainably'. Participation contributes to effectiveness in projects through community ownership of the process (Kolavalli and Kerr 2002). Price and Mylius (1991) also suggested that participation increased project ownership by the beneficiaries and that it ensured project sustainability. Participation is instrumental in having better designed projects, ensuring benefits reach the intended beneficiaries and that effectiveness in terms of cost and time is assured. It also aims at

reducing incidences of corruption and ensuring equitable distribution of project benefits (Mansuri, 2004).

Projects being implemented by NGOs require to be accepted and trusted by the communities that they serve. Inclusion of the community makes it easier to work towards set goals. A project's support from the community developed if the community feels included in the project's agenda. Where a project being implemented fails to build a lasting relationship, it is left with less chance for co-operation and success (MacIntyre, 2013). Building partnerships with other projects is also important for advocating for a certain cause and creating strategic alliances. With the use of selected projects, the study seeks to give a clear picture of how project performance impacts how the projects present themselves and their impact in service provision. The conclusions drawn was be more suitable for NGOs operating in developing countries.

Plan International has been working in Rwanda since 2007 and has operations in Gatsibo, Kayonza, Rwamagana and bugesera Districts in Eastern Province; Nyaruguru District in Southern Province and all refugee camps in Rwanda. As part of this wider programme, Plan International Rwanda received a three-year grant from the European Commission to carry out the *'Empowering Youth through an Inclusive Cooperative Movement in Rwanda'* project in Gatsibo, Kayonza, Rwamagana and Bugesera Districts. The project was implemented together with NCCR (National Cooperative Confederation of Rwanda) and the umbrella organisation CCOAIB (Conseil de Concertation des Organisations d'Appui aux Initiatives de Base) through its member organisations, namely RWARRI (Rwandan Association for Rural

Reach Initiatives), ARDR (Association Rwandaise de Developpement Rural), RDO (Rwandan Development Organisation) and FIOM (Future in our Mind). The overall objective of the project was to support the economic empowerment of young people and their communities in four districts of Rwanda. The specific objective was "to empower the national cooperative movement structure in Rwanda to advocate for, represent and be inclusive of youth-led cooperative initiatives".

Specifically, the project aimed at improving the technical skill of relevant individuals on each level of the structure, develop a more effective information sharing and consultation mechanism, and raise awareness among youth of the cooperative structure and encourage their active participation in this structure

1.2 Statement of the Problem

For long time, development assistance has had lasting history of implementation of project which fails shortly after the agency has withdrawn her funds. Most of these interventions implemented are not effective in achieving set goal and objectives (NPA,2012). Stakeholder participation in project has been long recognized and promoted worldwide by governments, NGO's, UN and World bank, this has also been outlined in UN declaration for Human Rights of 1948 by emphasizing on the participation of people in all segment during decision making as a right. In most case the stakeholders are only viewed as beneficiary and hurdle in implementing the project (Peter *et al.*, 2015). According to Green hall and Revere (2013) most of implementing partner find difficulties where the involvement of stakeholders is present as they have little competence and capacities as well as illiterate in running the project.

While an ideal situation would be to have opportunity for stakeholders to participate throughout the project cycle, most projects seek participation in isolated episodes during the project cycle. Others still, adopt induced participation as opposed to voluntary participation. If this practice continues, losses continued to occur as most projects suffered of lack of sustainability as soon as donors withdraw support. This study undertakes to demonstrate how stakeholder participation influences project performance by studying a donor funded project in Bugesera District in Rwanda.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study established the influence of stakeholders' involvement on performance of donor funded projects in Rwanda.

1.3.2 Specific Objectives

The specific objectives of this research included;

- i) To examine how stakeholder involvement in project initiation influences project performance of EYICM Project in Bugesera District
- ii) To understand how stakeholder involvement in project planning influences project performance of EYICM Project in Bugesera District
- iii) To determine how stakeholder involvement in project implementation influences performance of EYICM Project in Bugesera District

1.4 Research Questions

The study guided by the following research questions:

- i) How does stakeholder involvement in project initiation influence project performance of EYICM Project in Bugesera District?
- ii) How does stakeholder involvement in project planning influence project performance of EYICM Project in Bugesera District?
- iii) How does stakeholder involvement in project implementation influence performance of EYICM Project in Bugesera District

1.5 Significance of the Study

In view of the importance accorded to stakeholder participation in development the study's findings assisted international NGO's in incorporating the component of stakeholder participation in their programmes. This in turned reduce the incidences of project failures directly attributed to lack of stakeholder participation.

The study is also significant to stakeholders in that it has shed light on the relationship between stakeholder participation and project performance. For researchers with interest in stakeholder participation and project performance, this study identifies how stakeholders and performance of projects are correlated, an issue that is of interest to both the government, development partners and international NGOs but since a large proportion of studies on this topic were not done on the Rwandan economy, it might be difficult to generalize results and apply them in the country

With the study findings, recommendation as well as the tools and method used to gather all knowledge, the study can help researcher to identify viable areas for further research and serving as point of reference.

1.6 Limitations of the Study

Most studies have looked at the influence of participation on project sustainability and not on other project performance indicators which meant that the empirical data is scanty. Time and cost limitations might also restrict the study to one project (EYICM) which served as a case study. However, the project in question is a flagship project with major donors and therefore the researcher hopes it was representative of other projects. It might not be possible to have a 100% questionnaire respondent. However, the researcher ensured the number reached is enough to draw conclusions.

1.7 Scope of the Study

1.7.1 Content scope

The study coverage was based on assessing the role of stakeholder participation and their contribution to performance of donor funded projects after the external support has ceased.

1.7.2 Geographical Scope

The study took place in Bugesera District with a case study conducted at Plan International Rwanda, which implemented the EYICM Project. The sample size for the study were drawn from Plan International Rwanda Staff and other stakeholders.

1.7.3 Time Scope

The study covered the period 2013-2016 when the Empowering Youth through an Inclusive Cooperative Movement in Rwanda' Project was implemented.

1.8 Organization of the Study

This study is organized in five chapters. Chapter one presents the general introduction to the study, the second chapter presents the review of the related literature in relation to the study objectives and the third chapter presents the research design and methodology that was used for data collection and analysis in the consequent chapters. The fourth chapter is titled Research Findings and Discussions and the last chapter is summary, conclusion and recommendations.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.0 Introduction

The purpose of this chapter is to critically appraise the literature relating to the topic of the study. It includes a review of theoretical and empirical literature as well as critical review and gap identification. The chapter also provides conceptual framework. It further provides a summary and gaps to be filled by the study and based on literature.

2.1 Theoretical Review

2.1.1 Stakeholders

Stakeholders are people/ community who may directly or indirectly, positively or negatively affect or be affected by the outcome of the project or program. Those people may be Primary stakeholder and Secondary stakeholder. Primary stakeholder, are the beneficiary of development, intervention or those directly affected by it. Secondary stakeholder, are those who influence a development intervention or are indirectly affected by it (ADB, 2000).

A project stakeholder can be defined in many different ways. The PM standards in project management define stakeholders as: "Persons and organizations such as customers, sponsors, the performing organization, and the public that are actively involved in the project, or whose interests may be positively or negatively affected by the execution or completion of the project" (p. 246) PMBOK, PMI (2008) or "People or groups, who are interested in the performance and or success of the project, or who are constrained by the project" (p. 42) ICB, IPMA (2006) or Any individual, group or organization that can affect, be affected by, or perceives itself to be affected by an initiative program, project, activity, risk" (p. 313) PRINCE2 (2009).

Stakeholder has also been defined as any group or individual that can affect or is affected by the achievement of corporation or purpose (Freeman, 1984). In response to the explored study the most appropriate definition is, Project stakeholders who are viewed as individual or organization who are actively involved in project and whose interest are affected by the execution of the project or completion of it (PMI, 2000). This is because the definition is more comprehensive than other and considers the period after project completion.

Hillson and Simon (2012) say that stakeholders are "Any person or party with an interest in the outcome of the project and/or an ability to exert influence. This correspond to Artto et al (2011) definition that stakeholders are individuals, groups, or organizations that the project may affect or that can affect the project. The authors say that stakeholders can have a direct or indirect connection to the project, or to the resulting product. The connection can be based upon a possibility to affect the result of the project directly or indirectly. Stakeholders also include the groups that the project affects but that do not necessarily have the opportunity to affect the result of the project. These groups can nevertheless have an indirect connection to the business; they can, for example affect the company image formed in the market. And, they also provide a list over the most common stakeholders in projects, Project manager, project organization, project team, people participating in the project, organization unit of the company making the project, customer, user, buyer, sponsor or project owner, suppliers and service providers, officials and authorities, financiers, media, other target groups, competitors, society in a broader sense. And they of course make it clear that a complete list of stakeholders is impossible to provide.

2.1.2 Stakeholder Participation

Participation is viewed as partnership which is built upon the bases of dialogue among the various actors, during which the agenda is jointly set among the local views and indigenous knowledge are sought and respected (OECD, 1994). Participation can also be viewed as people involvement in decision making process, in implementing program they are sharing in the benefit of development program and their involvement in effort to evaluate such program (Cohen and Uphoff, 1977). The two definitions appear to be the most appropriate definition relevant to proposed study since it has incorporated different forms of participation that sought to bring about performance.

Participation in project management could involve the identification of problems, the design and application of solutions, the monitoring of results, or the evaluation of performance. Indeed, knowing who is to be involved, and what that involvement may be, can form a strong basis for identifying and including all the stakeholders. Ngowi and Mselle (1998) have argued that community participation may be thought of as an instrument of empowerment, building beneficiary capacity in relation to a project, effectiveness in project design and implementation, and leads to a better match of project services with beneficiary needs and constraints, enables costs sharing, and improved project efficiency. Stakeholders can participate in project management in various forms, including what Smith (2003) calls the traditional forms of participation. He identifies publications, public meeting, open house, advisory committee/task force, workshops, target briefings, focus groups, bilateral meetings, toll-free phone line, interviews, surveys, and public hearings as the key forms of stakeholder participation.

Participation is a basic human right, and could increase confidence, enhance self-esteem, and the skills learned through participation enabled the participants to act more effectively within the wider society. Development should mean the development of local people and their organizations and networks as well as the development of better physical and economic conditions. However, it is difficult to decide who among the different groups of the population can participate (Chanan, 1999). Under such circumstances, stakeholder analysis is used to identify who participates and to what extent, who does not and why (Yang, Shen, Bourne, Ho, & Xue, 2011).

Stakeholder participation in project management is not problem-free and some of the problem areas include differing philosophical concepts and theoretical approaches; differing understandings of the purpose of evaluation and accompanying expectations, cultural differences, competing organizational goals, political agendas, and the history of the project and entry point of evaluators (Berger-Bartlett & Craig, 2002). Munt (2002) concedes that developing and maintaining the participation of stakeholders can often be a challenge requiring various strategies and considerations. Stakeholder participation may also be very expensive, particularly the cost of delays in preparation and implementation arising from the need to consult and negotiate with the other stakeholders. In spite of the above, stakeholder participation in community development projects remains key to project success

2.1.3 Project Performance

When project management as a discipline emerged, experts embarked on putting across ways of measuring the performance of projects. Originally project managers used the triple constraints to

measure project performance (Atkinson, 1999). Consequently, it became the rule of thumb in assessing project performance, with the common understanding being that a project's success is determined by time, cost and quality indicators alone (Duggal, 2011).

In project management literature there has been a heated debate on how sufficient the triple constraints are in measuring project success (Shenhar & Dvir, 2007). In addition, Garrett (2008) quoted Shenhar and suggested that the triple constraints are purely efficiency based and this ignores other indicators which are more on the effectiveness of the project and they proposed that success should be defined by customers and other stakeholders too (Garrett, 2008).

While the triple constraint model is important, it restricts project managers to only focus on predefined time, cost and quality objectives as factors defining project success (Crawford and Earl, 2008). However, this is not always the case as delivering timely projects, not exceeding cost and delivering according to the specified scope may not necessarily be considered good performance by interest groups (Bredillet and Turner, 2009).

Among the additional key performance indicators being suggested, one that has received considerable attention is sustainability (Gareis et al., 2011). Various definitions of sustainability exist depending on the context. For this study sustainability refers to the ability of a project or programme to continue/remain healthy even after the donor withdraws support. This study examined three; time, cost, and sustainability as key indicators of project performance.

2.1.4 Effects of stakeholders' Participation on project performance

Literature shows that there are positive effects of stakeholder involvement on project performance. Project managers therefore, have to ensure that the key stakeholders are involved in the activities of the project as this has positive effects on the performance of the project. Stakeholder involvement leads to improved projects performance, according to Kanungo (1979), stakeholders who are highly involved in the project put forth substantial effort towards the achievement of project objectives and be less likely to withdraw from project work yet stakeholders who are lowly involved in the project work are more likely to abandon the project and/or withdraw effort from the project work and either apply that energy to tasks outside the scope of the project or engage in various undesirable on-the job activities.

According to Liu and Walker (1998) project performance is a function of the performance of each participant in the project. Bourne (2005) demonstrates a direct link between the successful management of the relationships between the project stakeholders and the performance of the project. This is in agreement with the findings of Loo (2002)'s study of internal best practices of project management where a sample of project managers from 34 Canadian organizations that are project driven was studied. Among the people practices he found out that stakeholder involvement has a significant influence to project performance. This shows that project overall performance is highly depended to involvement of stakeholders in the various activities of the project.

Stakeholders' involvement is considered as an imperative feature for successful and Prosperity of rural development. To better address the complexity of poverty in rural areas, and to explore that

programmes respond to the needs of beneficiaries, participatory approaches introduced in the 1970s have become core components, albeit with various development levels of success in many rural poverty reduction programmes (Stoker, 1997). These approaches recognize that the poor themselves are the key agents of change for the transformation of rural areas (Patel, 1998).

Although most development agencies agree on the importance of adopting a participatory approach in rural development initiatives, evidence suggest that participation as a concept and as a methodology is quite complex and its success depends on many interrelated factors (Patel, 1998). It can therefore be concluded that for rural projects to perform well, the stakeholders particularly beneficiaries have to be actively involved in the project

2.2 Empirical Review

Heravi, Coffey & Trigunarsyah (2014) did a study to examine the current level of stakeholder involvement during the project's planning process in Australia. A series of literature reviews was conducted to identify and categorize significant phases involved in the planning. For data collection, a questionnaire survey was designed and distributed amongst nearly 200 companies who were involved in the residential building sector in Australia. Results of the analysis demonstrated the engagement levels of the four stakeholder groups involved in the planning process and establish a basis for further stakeholder involvement improvement. It was determined that designers and contractors are not highly involved in establishing the project where the key objectives are normally to identify the projects, determine the scope, goals and objectives and

establishing a mechanism to achieve the identified objectives, selecting the project team and defining project resources and their limitations.

Bashir (2010), carried out a study to establish the relationship between stakeholder involvement, project Ethical Climate, Commitment to the Project and Performance of Poverty Eradication Projects in Uganda. The study adopted a cross sectional and quantitative survey design. Correlational and regression designs were adopted to explain the relationships between the variables of study and the extent to which the independent variables explain the dependent variable. The study sample consisted of 323 NAADS projects undertaken in the 28 sub-counties of Mukono district. The results from the study revealed that there is a positive and significant relationship between stakeholder involvement and performance of poverty eradication projects. The study recommended project managers to encourage teamwork among stakeholders, efficient and effective ways of doing work in order to increase stakeholder involvement which eventually improves performance of the projects.

Nyandika & Ngugi (2014) did a study on the influence of Stakeholders' Participation on Performance of Road Projects At Kenya National Highways Authority (KeNHA) in Kenya. Further, the study sought to determine the influence of user involvement, technology, top management support and resources on stakeholders' participation in performance of road projects in KeNHA. This study used descriptive research design. The study used both qualitative and quantitative methods. The target population for this study was 251, Prequalified Contractors (NCA1 to 3), KeNHA Top management (Job group 7-10) and prequalified consultants. This study

used a stratified random sampling to select 30% of the target population. The sample size of this study was therefore 75 respondents. In addition, descriptive and inferential statistics was used in this study, the study found that awareness, feasibility, conferences and seminars in user involvement have a great positive influence in road projects performance. In addition, IT skills, computer aided designs, use of intranet and internet and IT policies were found to influence the performance of road projects to a great extent. Top management support was found critical in overseeing funding approvals, good /commitment, participation and approval of projects which influence positively to road projects performance in KeNHA. The study also revealed that enough financial resource, donor support, availability of human resource and provision of resources on time influence positively to the performance of road projects. The study recommends that KeNHA need to ensure stakeholders' involvement in order to improve its performance in road projects.

Ruwa (2016) undertook a study to demonstrate how stakeholder participation influences the performance of donor funded projects in Kenya. The study considered community participation in four (4) phases of the project cycle; initiation, planning, implementation and M&E. In assessing project performance, the study was limited to three (3) key project performance indicators; timely completion, cost implication, and project sustainability. The study was guided by four objectives: identify the influence of stakeholder participation in project initiation on project performance, understand the influence of stakeholder participation in project planning on project performance, determine the influence of stakeholder participation in project implementation on project performance and lastly determine the influence of stakeholder participation in M&E on project performance. The respondents were project representatives from the two donors, representatives

from the implementing agency, representatives of the PIC and the project beneficiaries. The first three categories of respondents were sampled purposively while simple random sampling was employed for the last (project beneficiaries) category. A total sample size of 75 was used in the study. The study found that stakeholder participation and project performance were positively correlated. While participation in initiation, implementation and monitoring and evaluation were positively correlated to project performance, participation in planning and project performance were negatively correlated. Tables were used to present the data. The researcher concluded that stakeholder participation in the four phases of the project cycle influences project performance. The researcher recommended further research on influence of stakeholder participation on other project performance indicators other than those considered in this study (time, cost and sustainability).

Temba (2015) assessed the role of stakeholders' participation in promoting sustainability of donor funded project in Tanga, Tanzania. A cross sectional descriptive research design was used with a sample size of 70 stakeholders. The study found that in order for stakeholders' participation to be effective in promoting sustainability of donor funded projects it should be initiated from the beginning of the project. The study also found that the major role of stakeholders' participation in donor funded projects was mainly in the form of Resource mobilization, Collaboration and partnership, Material contribution, and citizen control.

Siborurema, Shukla and Mbera (2015) carried out a study on the effects of projects funding on their performance in Rwanda a case study of Bukomane-Gikoma road. The target population was

composed of two groups; one group was formed by the personnel involved in the projects planning and funding, and the other group was formed by the people involved in projects implementation management. Specially conceived questionnaire, consultation of existing documents and interviews were used to collect data. On analysis of the data, it has been found that both the cost estimation and technical design interfere with the projects funding policy and affect negatively the scheduled projects implementation time.

Kobusingye, Mungatu and Mulyungi (2017) carried out a study to to evaluate stakeholders' involvement in project outcome through gathering and analyzing the information on the level of involvement of stakeholders in the process of project cycle management (PCM) in Rwanda. The study sought to assess stakeholder's involvement in project identification, project planning, project execution and project review on project outcome. This study employed descriptive survey design. The target population for this study was the various stakeholders in the WASH project in Rwanda. Data was collected from a sample of 409 respondents. The primary data was collected from the community members using a semi structured questionnaire. In addition to questionnaire, the other primary data was obtained through interview to and observations. The researcher analyzed quantitative data using descriptive statistics by applying the statistical Package for Social Science (SPSS V.21.0). Conceptual content analysis was used for data that was qualitative in nature or aspect of the data collected from the open-ended questions and the interview guide. In addition, descriptive analysis was applied to determine the relative contribution of each of the four variables with respect to project outcome. This study found that stakeholders' involvement in project initiation, planning, implementation, and review contributed to project outcome. This study found

that stakeholders' involvement in project implementation contributed most to project outcome ($r = 0.971$) followed by project review ($r = 0.681$), then project planning ($r = 0.651$) while projects identification ($r = 0.571$) had the least influence on project outcome. The study recommends that enough funds and skills should be allocated to projects. The study also recommends that the constituents should play a critical role in decision making because they are the beneficiaries of the projects and know well projects are beneficial to them.

2.3 Critical Review and Gap Identification

Most of the reviewed studies did not show how the stakeholders' involvement had affected the performance of donor funded projects. Though in some cases stakeholders were involved in material contribution, their engagement was limited as they were not involved in the whole project Life cycle. This study addressed the knowledge gap by describing the role played by stakeholders in ensuring performance of donor funded projects. The study also brings in knowledge on how stakeholders involvement in donor funded projects during initiation, planning and implementation, affects the performance of these projects. This study also brings in missing knowledge in stakeholders' involvement and project performance in Rwanda.

2.4 Theoretical Framework

2.4.1 Stakeholders Theory

(Richard Lee Miller) described stakeholder approach has been defined as a powerful means of understanding the firm in its environment (Oakley, 2011). This approach is intended to broaden the management's vision of its roles and responsibilities beyond the profit maximization function

(Mansuri & Rao, 2004) and stakeholders identified in input-output models of the firm, to also include interests and claims of non-stockholding groups. Patton (2008) elaborated that the stakeholder model entails that all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another (Karl, 2007). Associated corporations, prospective employees, prospective customers, and the public at large, needs to be taken into consideration

This theory emphasizes the significance of the relationship between the top management staff with the stakeholders. Specifically, managers should understand the success of the projects can be influenced greatly by the participation of various stakeholders. These stakeholders participate depending on the relationship they foster with the top management and not junior workers acting on their behalf.

2.4.2 General System Theory

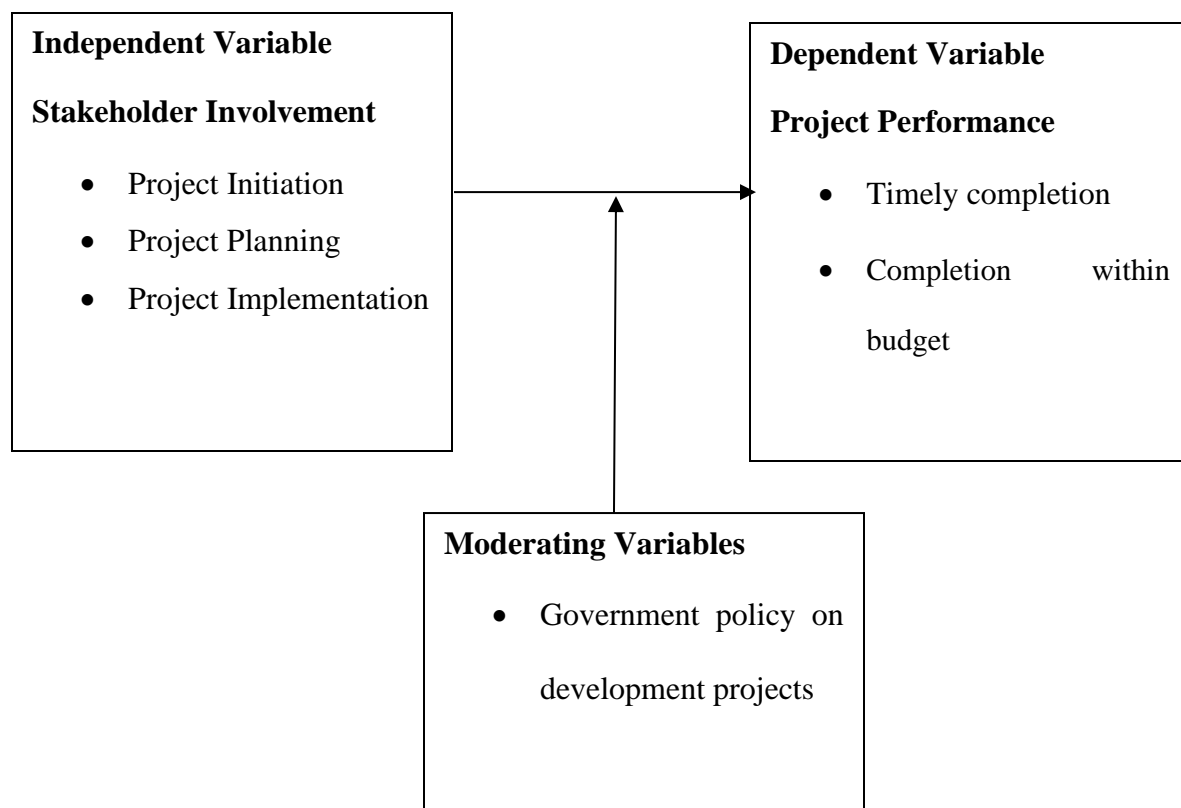
Ludwig von Bertalanffy (2016) Systems theory is an interdisciplinary theory about complex systems in nature, society, and science, and is a framework by which one can investigate and/or describe any group of objects that work together to produce some result. Systems theory was proposed in the 1940s by Ludwig von Bertalanffy. It was originally developed for biological sciences but later incorporated into other fields as it was modified into general systems theory. According to the theory, a system can be said to consist of elements, attributes and internal relationships and that it exists in an environment. A system, therefore, is a set of things that affect one another within an environment and form a larger pattern that is different from any of the parts (Rosen, 2013).

According to this theory, all systems are interrelated parts constituting an ordered whole and each sub system influences other parts of the whole. This implies that strengthening one part of the system improved the whole. Similarly weakening one part had negative implications on the whole. It is used to develop a holistic view of a system within an environment and is best applied to situations where the elements within the system inextricably connect and influence one another. Friedman (2006)

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

2.5 Conceptual Framework

Figure 2.1 Conceptual Framework



Project Initiation: The life cycle of projects has been studied from many viewpoints. According to A Guide to the PMBOK, 5th Edition (2013), "The Initiating Process Group consists of those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase." These activities or processes include a definition of the project product and scope of work. During project initiation emphasis is given to idea generation, prioritization and idea selection (Aken 2001, Dahan & Hauser 2000)

Project Planning: The community and stakeholder participation in planning process involves a variety of actors with different roles and responsibilities in the planning phase (Omolo, 2011). Project planning activities include developing of baseline plans such as; the specification of required project resources and their allocation; and the determination of the methods to be used to deliver the project end product, respond to critical events and evaluate activities and time schedule (Ntuala, 2010). According Kulkarni et al. (2004), it is generally better in planning projects to analyze successive increments or distinct phases of activity; in this way the return to each relatively small increment can be judged separately. Like products follow a product life cycle, projects follow a project life cycle that has certain phases of development. Dividing a big project in manageable chunks makes the complex task of managing projects easier. The benefits of stakeholder involvement in the planning process include a reduction in distrust of the project process or outcome, an increase in commitment to the project objectives and processes, and heightened credibility.

Project Implementation: The implementation of community development projects starts with the identification of the needs (Mwangi, 2005). During the implementation phase all that was done during the planning phase is put into action by beneficiaries. The stage should be participatory and therefore controlled by the stakeholders. During this point beneficiaries have the opportunity to be involved in contributing towards the project. Contribution could be in cash or in kind; labour and materials, among others. Community contributions (cash and in-kind) towards a project create a sense of ownership in the beneficiaries and leads to sustainable projects (Paddock, 2013).

Project Performance: According to Jugdev and Muller, (2005) project performance is pegged on two separate components, namely project management success and project product success. He distinguishes between them as project management success focuses on the project management process and in particular on the successful accomplishment of the project with regards to cost, time and quality. These three dimensions indicate the degree of the 'efficiency of project execution' (Pinkerton 2003). Although project product performance is distinguishable from project management performance, the successful outcomes both of them are inseparably linked. If the venture is not a success, neither is the project' (Pinkerton 2003). The three dimensions of time, budget and specifications feature in many definitions of project management success (Thomsett 2003). However, time, budget and specifications are not sufficient to measure project management success as dimensions such as the quality of the project management process and the satisfaction of the project stakeholder's expectations also need to be considered (Schwalbe, 2004).

2.6 Summary

The chapter has examined literature on stakeholder involvement and its effect on project performance. Most researchers seem to agree that stakeholder participation influences project outcomes. However most of the researches tend to analyze its influence not holistically but on one performance indicator of measuring project performance. In addition, the researchers present findings on positive influence but are silent on possible negative influence stakeholder participation may have on project performance. This study seeks to find out how stakeholder involvement influences two key indicators (time and cost) of project performance and further identify whether there are any negative effects

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction.

This chapter covers research design, population of study and sampling techniques, research instruments, data gathering and analysis procedure.

3.2 Research Design

Descriptive research design employed, where both quantitative and qualitative data gathered for this research. The rationale for the choice of quantitative design is for having tangible figures (percentages) relied on when coming to comparing both case studies in terms of the ways they are satisfied with their involvement in project activities and the project performance. The rationale for the choice of qualitative design lies in the fact that the researcher aims to get an in-depth understanding of the relationship between stakeholders' involvement in the project especially its beneficiaries and its performance in terms of stakeholders 'involvement effects on project performance.

3.3 Target Population

A population is the subject on which the measurement is being taken. It is a unit of study (Cooper & Schindler, 2003). The target population for this study was 95 representative of members of 10 cooperatives and 5 federations which were beneficiaries of EYICM project in Bugesera District. The reason for the selection inclusion of this population was that the researcher considered them as the key informants that held rich and enough information in term of the way they were involved in the project activities and the project results. This could help the researcher get the desired data for the survey. Two (2) EYICM project managers of Bugesera District and 2 respondents from the

donor interviewed in this study. The reason is that they follow day to day EYICM project activities, they are supposed to hold more and clear information in terms of the level they involve the EYICM beneficiaries and the project results as they had responsibilities of making project monitoring and evaluation. This gave a population size of 95 respondents.

3.4 Sample Design

Sample design is the number of observations used for calculating estimates of a given population. It reduces the expenses and time by allowing researchers to estimate information about the whole population without having to survey each single item of the population.

3.4.1 Sample Size

For reasons relating to timeliness and costs the information is often obtained by use of sample surveys. This may be defined as a study of involving a subset (or sample of individual selected from a larger population). Variables or characteristics of interests are observed or measured on each of the sampled individuals. (Paul s. Levy, 2008). Final determination of the sample size took into consideration financial availability and constraints of time. By using the following formula, the sample size is calculated within the population of interest. To get this sample the

A sample size of 75 respondents was determined from a total population of 95 individuals using the formula by sloveins (1967).

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

Where n = the desired sample size

e= probability of error (i.e., the desired precision, e.g., 0.05 for 95% confidence level)

N=the estimate of the population size.

$$n = \frac{95}{1 + 95 (0.05)^2} = 75$$

The sample size was thus 75 and it includes representatives of 10 cooperatives and 5 federations which are direct beneficiaries of the project and representatives of Bugesera District, project managers and the donor.

3.4.2 Sampling Technique

Sampling is about gaining information from a smaller group or subset of the total population in such a way that the knowledge gained is representative of the total population (Cohen et al. 2007). Bless and Higson-Smith (2000) states that although a sample is a subset of the population, it must have properties, which make it representative of the entire population. This study adopted convenience sampling. Convenience sampling is a type of non-probability sampling which involves the sample being drawn from that part of the population which is close to hand. That is a sample population selected because it is readily available and convenient. The respondents were selected on the basis of who was be available.

3.5 Data collection Methods

Primary and secondary data were collected for this research.

3.5.1 Data Collection Instruments

Information were collected by using the following techniques: documentation review, questionnaire to EYICM Project beneficiaries, interviews to EYICM Project managers and donor.

For documentary review, the researcher consulted books, journals and publications related to stakeholders 'involvement and project performance, documents related to EYICM Project also be reviewed. The obtained secondary data was used to support the findings of the study from the primary data collected.

The researcher used self-administered questionnaires in the presence of the researcher because the presence of the researcher is helpful in that it enables any queries or uncertainties to be addressed immediately with the questionnaire designer. Further, it typically ensures a good response rate. It also ensures that all the questions are completed (the researcher can check these before finally receiving the questionnaire) and filled in correctly (e.g. no rating scale items that have more than one entry per item, and no missed items). It means that the questionnaires are completed rapidly and on one occasion, i.e. it can gather data from many respondents simultaneously.

In this research, a structured interview was used. According to Cohen et al (2007) interview methods of gathering survey data are useful in that the presence of the interviewer can help clarify queries from the respondents. Then the interview was conducted with EYICM Project managers and donor staff for further clarification of the data collected from the EYICM project beneficiaries. This interview held face to face within EYICM Project Managers' office donor staff officer and the researcher noted down the answers.

3.5.2 Administration of Data Collecting Instrument

The researcher planned and arranged the data collection in advance and search for an assistant to help in administration and collection of questionnaires. The researcher asked for an appointment

for questionnaire administration to the EYICM Project beneficiaries and interview with EYICM Project managers. The researcher prefers to use self-administered questionnaire to EYICM Project beneficiaries in for addressing any queries or uncertainties from them because the researcher assumes the respondents level of literacy and understanding questions might not be high and also being sure of completeness and accuracy in filling of questionnaires.

Questionnaires were made up of closed-ended and open questions with anticipated responses and were hand delivered to the respondents after being explained. They translated in Kinyarwanda that respondents able to answer. Because EYICM Project managers hold periodic meeting with all previous and current project beneficiaries, the researcher asked the appointment to administer questionnaire. With the help of EYICM Project managers, the questionnaires were administered after the meeting. The respondents filled out the questionnaires in presence of the researcher where some uncertainties regarding the questions design were addressed.

3.5.3 Validity and Reliability

The pilot survey used to test the actual survey instrument itself for its reliability. Before showing the questionnaire to the supervisor, they were addressed to EYICM Project Coordinator as an expert in development projects for checking its validity.

3.6 Data Analysis Procedure

Data analysis involved computation of study parameters with aim of identifying the relationships existing amongst the data groups in support or in conflict with the study question. Data analysis formed the basis of conclusion. The study used descriptive statistics, frequency distribution tables,

in addition inferential statistics, mainly the correlation model, Analysis of Variance to test the relationship among the variables (independent). The study used SPSS (Version 21) and Microsoft Excel to analyze the data. Tables used to summarize responses and facilitate further analysis.

The main objective of using the multiple correlation technique in this study was to predict the variability of the dependent variable (success of EYICM Project) based on its covariance with the independent variable-stakeholder participation in project initiation, planning and implementation.

3.7 Ethical Considerations

Bless and Higson-Smith (2000) asserts that respondents must be assured that data was only used for the stated purposes of the research and that no other person had access to collected data. Assured of these conditions respondents felt free to give honest and complete information. Participants were assured of their anonymity and confidentiality. The principle of honesty was observed throughout the study.

CHAPTER FOUR: RESEARCH FINDING AND DISCUSSION

4.0 Introduction

This chapter entails the findings of the study based on the data collected from the field. The analysis focused on the objective of the study which sought to establish the influence of stakeholders' involvement on performance of donor funded EYICM Project in Bugesera Districts in Rwanda.

4.1 Response Rate

Study show that out of 75 questionnaires given to the respondent only 10 questionnaires were returned unfilled, accounting to 91% response rate, a response of 70% and above is adequate according to Mugenda and Mugenda (2013) hence 91% response rate was sat factory for data analysis. This response rate was good enough to make a comprehensive and in depth analysis of the research objective.

Table4. 1: response rate

Questioners		Frequency	Percentage
Valid	Administered	65	91
	Returned	10	9
	Total	75	100.0

Primary data (2019).

4.2 Demographic Characteristics of Respondents

In many situations the background of the respondent determines the extent to which he is aware to give satisfactory information on study variables. The following tables indicated the information on descriptive characteristics of the respondents so as to determine their maturity, level of

understanding, knowledge; it includes their ages, educational level, gender and experience of the respondent within the EYICM Project in Bugesera District.

4.2.1 Education level of the respondent

Table4. 2: Education of respondents

Education level of respondent		Frequency	Percent
Valid	primary level	29	38.7
	secondary level	29	38.7
	post-secondary level	17	22.7
	Total	75	100.0

Primary data (2019)

From the data shown in Table 4.2, the respondents founded having primary level and above are 38%; secondary level are 38%; and post-secondary level are 23%. This made the researcher to believe that the majority of 93% of respondents were educated to the level of understanding the issues related to to influence of stakeholders' involvement on performance of donor funded EYICM Project in Bugesera Districts in Rwanda.; and therefore the views that they gave were reliable for conclusions.

4.2.2 Age of the respondents

Table 4.3: Age of the respondents

Age of the respondent		Frequency	Percent
Valid	18-35	50	66.7
	above 35 yrs	25	33.3
	Total	75	100.0

Primary data (2019)

The study sought to determine the distribution of age among the study respondents. The study investigated the composition of the respondent in terms of age. As shown in Table 4.3, majority (67%) of the respondents were aged between 18 and 35 years, while the rest 33% of the respondents were aged between 35 years and above, thus indicating that the age were well distributed with the youth being the most participant of the study.

4.2.3 Gender of the respondent

The study shows that majority of the respondents 52% were male while minority of the respondent were female 48%, this implies that both men and women hence both of their views were considered vital in the study because they are differently exposed to and affected level and at their family level.

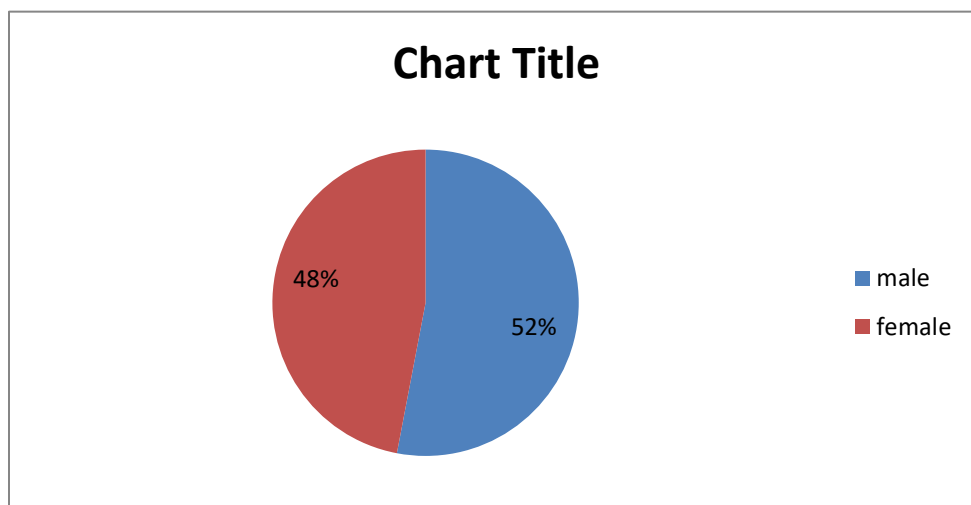


Figure 4.2: Classification of respondents by gender

4.3 stakeholder involvement in project initiation influences performance of EYICM project in Bugesera district

All the 75 questionnaires were distributed and returned with responses as needed. It was 90% response rate. This section presents the findings extracted from those questionnaires.

4.3.1: The awareness of EYICM project

Table 4.4 awareness of EYICM project

Awareness	Frequency	Percent
yes	61	81.3
Valid no	14	18.7
Total	75	100.0

Primary data (2019)

The study further sought to determine the awareness of the respondents with the EYICM Project in Bugesera District. Table 4.4 shows a summary finding. The number of the respondent who were aware of the respondent was 81%, while the number of the respondent who were not aware were 18% this indicated that the respondent understood the project very well.

4.3.2: The beneficiaries participated in the project

Table4. 5 beneficiaries participated in the project

Beneficially awareness	Frequency	Percent
yes	61	81.3
Valid no	14	18.7
Total	75	100.0

The study further sought to determine the participation of the beneficiaries with the EYICM Project in Bugesera District. Table 4.5 shows summary findings. The number of the respondent who participated was 81%, while the number of the respondent who were didn't participate were 19% this indicated that the respondent participated very well within the project presentation.

4.3.3 stakeholder involvement in project initiation influences

Table 4.6 stakeholder involvement in project initiation influences

Stakeholders	Strongly disagree	disagree	undecided	agree	Strongly agree
Needs assessment	2%	5%	21%	21%	49%
Proposing solutions	9%	14%	18%	21%	36%
Project identification	12%	18%	10%	20%	39%

Primary data (2019)

Table 4.6 indicates that out of the 75 respondents, 49% had strongly agreed that Needs assessment 21% agreed with the statement that Needs assessment, 21% undecided with the statement that Needs assessment 5% disagreed with the statement Needs assessment, 2% disagreed with the statement that the Needs assessment helps o the project.

Table 4.6 indicates that out of the 75 respondents, (36% had strongly agreed that Proposing solutions, 21% agreed with the statement that Proposing solutions, (18%) undecided with the statement that Proposing solutions, (14%) disagreed with the statement Proposing solutions 4% strongly disagreed with the statement that Proposing solutions.

Table 4.6 indicates that out of the 75 respondents, (32%) had strongly agreed that EYICM Project in Bugesera District identification (38%) agreed with the EYICM Project in Bugesera District identification (12%) undecided with the statement that EYICM Project in Bugesera District identification (5%) disagreed with the EYICM Project in Bugesera District identification (12%) disagreed with the statement that EYICM Project in Bugesera District identification.

4.3.4 Correlation analysis of stakeholder involvement in project initiation influences performance of EYICM project in Bugesera district

Table 4.7 Correlation between EYICM Project in Bugesera District initiation and performance

Correlations			
		EYICM Project in Bugesera District initiation influence	Performance
EYICM Project in Bugesera District initiation	Pearson Correlation	1	.064
	Sig. (2-tailed)		.394
	N	75	75
Performance	Pearson Correlation	.064	1
	Sig. (2-tailed)	.394	
	N	75	75

Correlation analysis of EYICM Project in Bugesera District initiation and performance was done. Table 4.8 indicate that EYICM Project in Bugesera District initiation is significantly correlated to performance ($r=.064$, $p<0.01$). There was strong correlation between EYICM Project in Bugesera District initiation and performance.

4.4 stakeholder involvement in project planning influences project performance of EYICM

Project in Bugesera District

Frequencies and percentage were preferred statistic for analysis of the objective two this statistic help to establish the involvement of EYICM Project on performance on EYICM Project in Bugesera District planning influence the investigation in this manner open with clear insight for the level of the concurrency

Table 4.8 stakeholder involvement in project planning influences project performance of EYICM Project in Bugesera District

Respondent	Never	Almost never	Sometimes	Almost every time	Every time
Setting EYICM Project in Bugesera District objectives	8%	10%	14%	36%	30%
Budgeting	10%	12%	10%	41%	25%
Cash contribution	9%	9%	22%	20%	38%
Tangible benefit	8%	8%	16%	20%	48%
Flexible of organization procedure	9%	13%	10%	41%	25%
Level of empowerment	30%	26%	21%	12%	9%

Primary data (2019)

Table 4.8 indicates that out of the 75 respondents(30%) had strongly agreed that Setting EYICM Project in Bugesera District objectives (36%) agreed with the statement that Setting EYICM Project in Bugesera District objectives (14%) undecided with the statement Setting EYICM Project in Bugesera District objectives (10%) disagreed with the statement Setting EYICM Project in Bugesera District

objectives (18%) disagreed with the statement that g Setting EYICM Project in Bugesera District objectives.

Table 4.8 indicates that out of the 75 respondents, (25%) had strongly agreed that Budgeting (41%) agreed with the statement Budgeting, (10%) undecided with the statement Budgeting, (12%) disagreed with the statement Budgeting (10%) disagreed with the statement that Budgeting.

Table 4.8 indicates that out of the 75 respondents, (38%) had strongly agreed that cash contribution (20%) agreed with the statement cash contribution, (22%) undecided with the statement cash contribution, (9%) disagreed with the statement cash contribution (9%) disagreed with the statement that cash contribution.

Table 4.8 indicates that out of the 75 respondents (48%) had sever time that tangible benefit (20% had almost every time with the statement that tangible benefit (16%) had sometimes with the statement of tangible benefits (8%) had almost never with the statement of tangible benefit

Table 4.8 indicates that out of the 75 respondents (25%) had sever time that the flexibility of organization procedures are good (41% had almost every time with the statement that the flexibility of organization procedures are good (10%) had sometimes with the statement of the flexibility of organization procedures are good (13%) had almost never with the statement of the flexibility of organization procedures are good and 9%had never agreed with statement that the flexibility of organization procedures are good.

Table 4.8 indicates that out of the 75 respondents (30%) had sever time that the level of empowerment of the community (26% had almost every time with the statement that the level of empowerment of the community (21%) had sometimes with the statement of the level of empowerment of the community (12%) had almost never with the statement of the level of empowerment of the community 9% had never agreed with statement that level of empowerment of the community.

4.5 stakeholder involvement in project implementation influences performance of EYICM

Project in Bugesera District

Frequencies and percentage were preferred statistic for analysis of the objective three this statistic to establish the relationship between EYICM Project in Bugesera District implementation and performance of the EYICM Project in Bugesera District the investigation in this manner open with clear insight for the level of the concurrence.

4.5.1 project initiation

Table 4.9 project initiation

Project initiation	Strongly disagree	disagree	Undecided	agree	Strongly agree
Increased Project acceptability by community	6%	12%	14%	24%	42%
created sense of ownership of the project by the community	6%	8%	10%	37%	37%
Led project sustainability	5%	10%	13%	30%	40%
Enabled community to hold Project leadership accountable	14%	10%	16%	20%	38%
Contributed to community empowerment	8%	12%	12%	34%	33%

Primary data (2019)

Table 4.9 indicates that out of the 75 respondents, 42% had strongly agreed that Increased Project acceptability by community 24% agreed with Increased Project acceptability by community 14% undecided with the statement Increased Project acceptability by community 12% disagreed with the statement Increased Project acceptability by community 6% disagreed with the statement that Increased Project acceptability by community.

Table 4.9 indicates that out of the 75 respondents, 37% had strongly agreed created sense of ownership of the project by the community 37% agreed with the created sense of ownership of the project by the community 10% undecided with the statement created sense of ownership of the project by the community, 8% disagreed with the created sense of ownership of the project by the community 6% disagreed with the statement that created sense of ownership of the project by the community.

Table 4.9 indicates that out of the 75 respondents, 40% had strongly agreed Led project sustainability 30% agreed with the Led project sustainability 13% undecided with the statement Led project sustainability, 10% disagreed with the Led project sustainability 5% disagreed with the statement that Led project sustainability.

Table 4.9 indicates that out of the 75 respondents, 38% had strongly agreed Enabled community to hold Project leadership accountable 20% agreed with the Enabled community to hold Project leadership accountable 16% undecided with the statement Enabled community to hold Project leadership accountable, 10% disagreed with the Enabled community to hold Project leadership accountable 14% disagreed with the statement that Enabled community to hold Project leadership accountable.

Table 4.9 indicates that out of the 75 respondents, 33% had strongly agreed Contributed to community empowerment 34% agreed with the Contributed to community empowerment 12% undecided with the statement Contributed to community empowerment, 12% disagreed with the Contributed to community empowerment 18% disagreed with the statement that Contributed to community empowerment.

4.5.2 project planning

Table 4. 10 project planning

Project planning	Strongly disagree	disagree	Undecided	agree	Strongly agree
Increased Project acceptability by community	14%	14%	20%	14%	36%
created sense of ownership of the project by the community	8%	8%	13%	30%	40%
Led project sustainability	9%	10%	34%	20%	25%
Enabled community to hold Project leadership accountable	12%	13%	24%	28%	22%
Contributed to community empowerment	9%	4%	20%	22%	44%

Primary data (2019)

Table 4.10 indicates that out of the 75 respondents, 36% had strongly agreed that Increased Project acceptability by community 14% agreed with Increased Project acceptability by community 20% undecided with the statement Increased Project acceptability by community 14% disagreed with the statement Increased Project acceptability by community 14% disagreed with the statement that Increased Project acceptability by community.

Table 4.10 indicates that out of the 75 respondents, 40% had strongly agreed created sense of ownership of the project by the community 30% agreed with the created sense of ownership of the project by the community 13% undecided with the statement created sense of ownership of the project by the community, 8% disagreed with the created sense of ownership of the project by the community 8% disagreed with the statement that created sense of ownership of the project by the community.

Table 4.10 indicates that out of the 75 respondents, 25% had strongly agreed Led project sustainability 20% agreed with the Led project sustainability 34% undecided with the statement Led project sustainability, 10% disagreed with the Led project sustainability 9% disagreed with the statement that Led project sustainability.

Table 4.10 indicates that out of the 75 respondents, 22% had strongly agreed Enabled community to hold Project leadership accountable 28% agreed with the Enabled community to hold Project leadership accountable 24% undecided with the statement Enabled community to hold Project leadership accountable, 13% disagreed with the Enabled community to hold Project leadership accountable 12% disagreed with the statement that Enabled community to hold Project leadership accountable.

Table 4.10 indicates that out of the 75 respondents, 44% had strongly agreed Contributed to community empowerment 22% agreed with the Contributed to community empowerment 20% undecided with the statement Contributed to community empowerment, 4% disagreed with the Contributed to community empowerment 9% disagreed with the statement that Contributed to community empowerment.

4.5.3 project implementation

Table4. 11 project implementation

Project implementation		Strongly disagree	disagree	Undecided	agree	Strongly agree
Increased Project acceptability by community		14%	9%	29%	28%	18%
created sense of ownership of the project by the community		10%	8%	13%	28%	40%
Led project sustainability		6%	17%	16%	20%	40%
Enabled community to hold Project leadership accountable		8%	13%	26%	22%	29%
Contributed to community empowerment		8%	5%	16%	32%	38%

Primary data (2019)

Table 4.11 indicates that out of the 75 respondents, 18% had strongly agreed that Increased Project acceptability by community 28% agreed with Increased Project acceptability by community 29% undecided with the statement Increased Project acceptability by community 9% disagreed with the statement Increased Project acceptability by community 14% disagreed with the statement that Increased Project acceptability by community.

Table 4.11 indicates that out of the 75 respondents, 40% had strongly agreed created sense of ownership of the project by the community 28% agreed with the created sense of ownership of the project by the community 13% undecided with the statement created sense of ownership of the project by the community, 8% disagreed with the created sense of ownership of the project by the community 10% disagreed with the statement that created sense of ownership of the project by the community.

Table 4.11 indicates that out of the 75 respondents, 40% had strongly agreed Led project sustainability 20% agreed with the Led project sustainability 16% undecided with the statement Led project sustainability, 17% disagreed with the Led project sustainability 6% disagreed with the statement that Led project sustainability.

Table 4.11 indicates that out of the 75 respondents, 29% had strongly agreed Enabled community to hold Project leadership accountable 22% agreed with the Enabled community to hold Project leadership accountable 26% undecided with the statement Enabled community to hold Project leadership accountable, 13% disagreed with the Enabled community to hold Project leadership accountable 8% disagreed with the statement that Enabled community to hold Project leadership accountable.

Table 4.11 indicates that out of the 75 respondents, 38% had strongly agreed Contributed to community empowerment 32% agreed with the Contributed to community empowerment 16% undecided with the statement Contributed to community empowerment, 5% disagreed with the Contributed to community empowerment 8 % disagreed with the statement that Contributed to community empowerment.

Table 4.12 : Correlation between EYICM Project in Bugesera District implementation on performance

Correlations			
		Increased project acceptability by community	Enabled community to hold project leadership accountable
Increased project acceptability by community	Pearson Correlation	1	.646**
	Sig. (2-tailed)		.000
	N	75	75
Enabled community to hold project leadership accountable	Pearson Correlation	.646**	1
	Sig. (2-tailed)	.000	
	N	75	75

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

Table 4.12 indicate that project acceptability is significantly correlated to performance ($r=.646$ $p<0.01$). This implies that project acceptability would result to performance of EYICM Project in Bugesera District in Bugesera District.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

The previous chapter dealt with research findings and discussion on the findings, detailing the findings obtained during data collection and the methodology used in the interpretation of data. This chapter presents the summary of findings, conclusions and recommendations obtained from the findings of the study as well as the suggestions for future studies.

5.2 Summary of the study

5.2.1 stakeholder involvement in project initiation influences performance of EYICM project in Bugesera district

The first research question as indicated in chapter one, intended to analyse the level of stakeholder involvement in project initiation and its influence on performance of EYICM project in Bugesera district. As indicated on table 4.9, The investigation discovered that stakeholders' involvement at the project initiation level contributed to the acceptability and ownership of the project by the community, it also contributed to the community empowerment thus influencing the performance

of the project. According to the great number of respondents the researcher discovered that 42% of respondents had strongly agreed that Increased Project acceptability by community, 24% agreed with Increased Project acceptability by community; 37% had strongly agreed created sense of ownership of the project by the community 37% agreed with the created sense of ownership of the project by the community; 33% had strongly agreed Contributed to community empowerment 34% agreed with the Contributed to community empowerment.

5.2.2 stakeholder involvement in project planning influences project performance of EYICM Project in Bugesera District

The second research question as indicated in chapter one, intended to analyze the level of stakeholder involvement in project planning and its influence on performance of EYICM project in Bugesera district. As indicated on table 4.10, The investigation discovered that stakeholders' involvement at the project planning level contributed to the acceptability and ownership of the project by the community, it also contributed to the community empowerment, thus influencing the performance of the project. According to the great number of respondents the researcher discovered that 36% had strongly agreed that Increased Project acceptability by community 14% agreed with Increased Project acceptability by community; 40% had strongly agreed created sense of ownership of the project by the community 30% agreed with the created sense of ownership of the project by the community; 44% had strongly agreed Contributed to community empowerment 22% agreed with the Contributed to community empowerment.

5.2.3 Stakeholder involvement in project implementation influences performance of EYICM Project in Bugesera District

The third research question as indicated in chapter one, intended to analyze the level of stakeholder involvement in project Implementation and its influence on performance of EYICM project in Bugesera district. As indicated on table 4.11, The investigation discovered that stakeholders' involvement at the project implementation level contributed to the acceptability and ownership of the project by the community, it also contributed to the community empowerment, thus influencing the performance of the project. According to the great number of respondents the researcher discovered that 18% had strongly agreed that Increased Project acceptability by community 28% agreed with Increased Project acceptability by community; 40% had strongly agreed created sense of ownership of the project by the community 28% agreed with the created sense of ownership of the project by the community; 38% had strongly agreed Contributed to community empowerment 32% agreed with the Contributed to community empowerment.

5.3. Conclusions

The following conclusions drawn as a result of the research work carried out to evaluate the role of stakeholder involvement on performance of donor funded project in Rwanda. The conclusion also reflects both theoretical and practical lessons which can be drawn from the study.

For the research question one the researcher confirmed that the engagement of stakeholder in project initiation influenced the performance of EYICM project in Bugesera district. The researcher also confirmed that stakeholder involvement in project planning influenced the performance of EYICM project in Bugesera district. Lastly, at question three, the researcher confirmed that the

stakeholder involvement in project Implementation influenced the performance of EYICM project in Bugesera district. And finally the researcher confirmed that the stakeholder involvement in three stages of project management influenced performance of the EYICM Project in Bugesera District.

5.4. Recommendations

In reference to the finding, conclusion and the direction from the literature review it was clear that the project management, involvement of stakeholders and contribution of donors influence the performance of EYICM Project in Bugesera District. The study therefore recommended that the government policy makers and other Project Managers in Bugesera District should ensure that stakeholders are playing a key role at all stages of projects management. Consultation of project stakeholders is also recommended while making any decision regarding projects management. Furthermore, planers and decision makers at district level should integrate the participatory approach in district strategic frameworks to attract more donors' engagement.

5.5. Areas for further research

The research suggested the following further of area research

1. A study should be carried on the influence of other factor affecting performance of community development projects in Rwanda,
2. A study should also be carried to establish more information about stakeholder involvement and contribution that lead to performance of projects in Rwanda.

Further study should be done on the mediating effects demographic variable on the relationship between intuitional management, social economic factor and the role of stakeholders in project performance.

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APPENDIX 1: QUESTIONNAIRE FOR BENEFICIARIES

Instructions for use

This questionnaire is divided into part A and part B. Part two has three distinct sections. You are requested to be as honest as possible when answering the questions. You are required to tick () or explain your answers in the spaces provided as applicable

Part A: Personal Profile

Age

18-35 years [] Above 35 years []

Gender

Male [] Female []

Highest academic qualification

Primary level [] Secondary level [] Post-secondary [] Others.....

Part B:

Objective one: Identify the influence of stakeholder participation in project initiation on project performance

1. Are you aware of the EYICM EYICM Project in Bugesera District? YES [] NO []
2. Would you say beneficiaries participated in the EYICM Project in Bugesera District? YES []
NO []

Put a cross [X] in the ways of participation 1= Strongly disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	1	2	3	4	5
EYICM Project in Bugesera District Initiation					
Needs assessment					
Proposing solutions					
Project identification					
Objective C: Stakeholder involvement in project planning influences project performance of EYICM					
EYICM Project planning in Bugesera District					
Setting project objectives					
Budgeting					
EYICM Project implementation in Bugesera District					
Cash contribution					
In-Kind contribution (eg. EYICM Project in Bugesera District staff/volunteers)					

What factors do you think determined the level of community participation in the EYICM Project in Bugesera District? Put a cross [X] 1= Never, 2= Almost Never, 3= Sometimes, 4= Almost Every time 5= Every time (Frequently)

	1	2	3	4	5
Tangible benefits					
Flexibility of organization procedures					
Level of empowerment of community					
Others. List and specify					

Part D: The Role of community participation in EYICM Project in Bugesera District performance

5a) Do you think community participation in the EYICM Project in Bugesera District influenced EYICM Project in Bugesera District performance?

Yes [] No []

b) if yes indicate how participation in the following phases influenced performance? Put a cross [X] where applicable 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	1	2	3	4	5
EYICM Project initiation in Bugesera District					
Increased EYICM Project in Bugesera District acceptability by community					
Created a sense of ownership of the EYICM Project in Bugesera District by community					
Led to EYICM Project in Bugesera District sustainability					
Enabled community to hold EYICM Project in Bugesera District leadership accountable					
Contributed to community empowerment					
EYICM Project planning in Bugesera District					
Increased EYICM Project in Bugesera District acceptability by community					
Created a sense of ownership of the EYICM Project in Bugesera District by community					
Led to EYICM Project in Bugesera District sustainability					
Enabled community to hold EYICM Project in Bugesera District leadership accountable					
Contributed to community empowerment					
EYICM Project implementation in Bugesera District					

Increased EYICM Project in Bugesera District acceptability by community					
Created a sense of ownership of the EYICM Project in Bugesera District by community					
Led to EYICM Project in Bugesera District sustainability					
Enabled community to hold EYICM Project in Bugesera District leadership accountable					
Contributed to community empowerment					

Do you think community participation influenced the following parameters of the EYICM Project in Bugesera District? (Tick as appropriate)

	Yes	No	If Yes explain how
Timely completion			
Cost implication			

Thank you for your participation!!!