

EFFECT OF STAKEHOLDER INVOLVEMENT ON PROJECT SUCCESS IN RWANDA: A CASE STUDY OF PUBLIC POLICY INFORMATION, MONITORING AND ADVOCACY (PPIMA) IN GATSIBO DISTRICT (2012-2016)

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Abstract: This research examined the effect of stakeholder involvement on the success of community projects in Rwanda because, it has been observed that stakeholders of community development projects are rarely or even not fully engaged in crucial stages of the project implementation for example, at the planning, monitoring and evaluation phase. However when the project phases out /ends, it is hardly to sustain the continuity of the project activities and outcomes. This may be attributed to the fact that usually stakeholders are not sufficiently empowered and fully engaged in every single activity of the project. The researcher achieved this by use of three specific objectives namely; to establish the effect of Stakeholder participation in Planning on success of Public Policy Information, Monitoring and Advocacy Project; to examine the effect of Stakeholder participation in Project Control on success of Public Policy Information, Monitoring and Advocacy Project, and to assess the effect of Stakeholder involvement in Project Implementation on success of Public Policy Information, Monitoring and Advocacy Project. The researcher used descriptive design of study based on qualitative and quantitative approach in order to get better analysis of the study. The population size was 212 and the sample of 138 respondents was taken using random sampling and Slovic's formula was used also to determine the sample size. Both primary and secondary sources with the relevant tools, like questionnaire, interview guide, observation and documentary analysis was used in order to come up with required data. Data was processed by use of SPSS and analyzed by use of regression analysis and Anova table. The research is of benefit to the researcher, Public Policy Information, Monitoring and Advocacy Project and JKUAT. In the findings it was established that Stakeholders involvement has a significant relationship with project success. The regression equation above established that taking all factors into account project success as a result of (Stakeholders involvement in planning, Stakeholders involvement in control, Stakeholders Involvement in implementation) at Zero project success of Public Policy Information, Monitoring and Advocacy Project constant Term. The equation presented also shows that taking all other independent variables at zero, a unit increase in Stakeholders involvement in planning would lead to a 0.567 unit increase in the scores of project success on Public Policy Information, Monitoring and Advocacy Project, a unit increase in Stakeholders involvement in control would lead to a 0.542 unit increase in project success of, a unit increase in Stakeholders Involvement in implementation would lead to a 0.568 increase in the scores of project success on Public Policy Information, Monitoring and Advocacy Project.

Keywords: Stakeholder, Stakeholder Involvement, Project Success, Planning and Project planning.

1. INTRODUCTION

1.1 Background of the Study:

Stakeholder management involves process and control that must be planned and guided by underlying principles. The advantage of stakeholder management include eliminating conflicting interests among stakeholders, reducing the pressure of management to produce short-term results, reducing the cost associated with a high turn-over among stakeholders and providing the firm with committed stakeholders in an environment characterized by increasing competition (Aaltonen et al., 2012).

Different stakeholders will want very different outcomes from projects. A vital part of stakeholder management is managing these competing expectations from the initial phase through to final implementation; Stakeholder priorities have a tendency to change during the programme and project lifecycle and as such compounds the challenge; Managing stakeholders represents a major political challenge to all programme and project managers (Neil, 2011). Researchers described project stakeholder management as a process in which project team facilitates the needs of stakeholders to identify, discuss, agree, and contribute to achieve their objectives (Rowlinson & Cheung, 2008). Therefore knowing the stakeholders and their characteristics relative to the project is an important step in stakeholder management but this can only be achieved through an adequate definition of stakeholders. From a practical point of view, Stakeholder management allows the project leaders to create factors that lead to the effective participation of stakeholders in the project and consequently allow the leaders to reap the benefits of the engagement of the stakeholders with regard to obtaining resources and using their influence (Purvis et al., 2014). Therefore without effective stakeholder management, construction project with many stakeholders can't succeed. The focus of construction project management over the years has been on the processes leading to the effective planning and management of the complex series of activities involved in delivering successful projects.

According to Takim (2009), the complex interaction and interrelationships that take place among the parties involved in a construction project determine the overall successful completion of the project. Furthermore, project success has been linked to the effective continuous engagement/management of all the project's stakeholders (Cleland, 2014). The traditional perception of project success being judged based on cost quality and time has changed over time to include; micro and macro viewpoints, reduced conflicts and disputes, environmental friendliness and stakeholder satisfaction. Previous researches have attributed project failures to either lack of or in adequate stakeholder engagement or management during the project (Black, 2015 & Bourne, 2015 ;).

Therefore, in order to achieve project success and in line with the current perception of construction project success, it is important to engage/manage stakeholders effectively in the course of carrying out the project. The question however, still remains of how effective stakeholder management can be carried out in construction projects. The following have been identified to be among the causes of project failure, such as a poor definition of the objectives, an inadequate project schedule, too much uncontrolled change, insufficient control, a lack of resources, ineffective communication, an unclear role of the participants, a lack of top management support, too many teams focusing on technical solutions and neglecting the people (Young & Jordan, 2013)

Most of these could be associated with either uninformed or ineffective stakeholder engagement on the project; for instance, the early involvement and considerations of the interests of stakeholders is vital to being able to clearly define and set out the project scope and goals which could also help to avert negative community reaction to the project (Chinyio and Akintoye, 2013). Mere involvement of these key stakeholders is however, not a guarantee for achieving a successful project; it also needs to be properly done.

Furthermore, the success or failure of a project is influenced very strongly by the expectations and perceptions of the stakeholders involved on the project and failure to balance and or address the concerns of the stakeholders has resulted in many projects failing (Bourne, 2012; Chinyio, 2010). Therefore, involving the stakeholders at the front end planning and further integrating them into the project team can help to avoid/overcome problems associated with stakeholder issues. Such problems could be in the form of conflicts and controversies which can obstruct the project implementation process and consequently lead to delays, cost overruns, dissatisfaction and claims (Jergeas et al., 2010 & Karlsen, 2012). It is clear that the problem of not or rarely involving stakeholders in the project lifecycle has negatively affected projects in terms of budget, schedules and relationship with the stakeholders.

1.2 Statement of the Problem:

Over the last few decades, the number and complexity of development has been growing rapidly and executed by coalitions of organizations (Chinyio and Akintoye, 2013). As open systems, development projects are subject to the impacts of a wider socio-political environment and the demands and pressures stemming from external stakeholders such as community groups, local residents, landowners, environmentalists, regulatory agencies, local and national governments (Florice and Miller, 2011). Winch (2014), also argues that such stakeholders are actors in the project’s environment that are not formal members of the project coalition but may affect or be affected by the project, hence, understanding and managing external stakeholders’ demands in the project decision making is of utmost importance in order to ensure the success of an international project (Olander and Landin, 2015).

A report by IFC (2017), singled out, a lack of understanding of the various interest groups, the drivers of their actions and their influence potential during the project lifecycle on the part of management, as a major challenge in development projects in terms of time schedule of project delivery, budget line and quality of the project since some of the project stakeholders may not be satisfied. This implies that stakeholders may disagree on some key project milestones and actions hence affecting project delivery as the project may lag behind the schedule, delivered outside the initial project architectural plan and budget line. It is in this regard that the researcher is prompted to analyze the effect of stakeholder involvement on success of Public Policy Information, Monitoring and Advocacy (PPIMA) Project.

1.3 General objective:

The main objective of this study was to examine the effect of Stakeholders involvement on the Success of Development Projects in Rwanda.

1.3.1 Specific objectives:

The study focused on specific objectives as follows:

- i. To establish the effect of Stakeholders involvement in planning on the success Public Policy Information, Monitoring and Advocacy Project.
- ii. To examine the effect of Stakeholders involvement in Project Control on the success of Public Policy Information, Monitoring and Advocacy Project
- iii. To assess the effect of Stakeholders involvement in Project Implementation on the success Public Policy Information, Monitoring and Advocacy Project

2. CONCEPTUAL FRAMEWORK

Below is a conceptual frame work showing the effect of stakeholder involvement on project success.

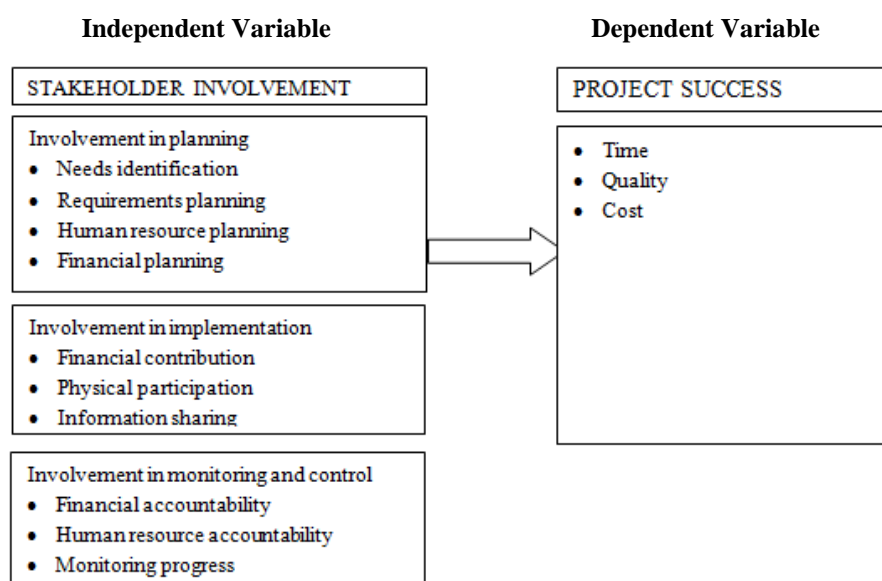


Figure 2.1: Conceptual framework of the study

Source: Researcher, 2017

Researcher’s concept is that community involvement in planning (needs identification, requirements planning, financial planning and human resource planning and knowledge), community involvement in implementations (physical participation, financial contribution and

Information sharing) and community participation in monitoring and control (financial accountability, human resource accountability and monitoring project progress) contributes to time, quality and cost effective projects.

2.1 Research Gap:

Most of the development projects are implemented with great expectation that the stakeholder will participate to contribute the achievement of the project’s success. But however many projects have failed due to lack of stakeholders’ participation in crucial project phases such as project design, planning, financial planning, monitoring and evaluation) . Different scholars have reviewed literature on community participation on project success but however there is no empirical literature from Rwanda hence creating a gap in the research and the researcher found it necessary to conduct the research. The literatures reviewed from the scholars above are mostly from 1990’s which create a time gap hence there is need to establish current findings on stakeholder participation on project success.

3. RESEARCH DESIGN

The researcher used a descriptive research design. The major aim of a descriptive study according to Kumar (2005) is to describe and provide information on what is prevalent regarding a group of people, a community, a phenomenon or a situation. This stance of the study as descriptive research is underscored by Hussey and Hussey’s (1997) argues that research constructs in a descriptive study must be supported by established theory. The author also added that it is a plan of action adopted by researcher in carrying out the research.

The target population of the study was 212 project stakeholders. Slovene’s formula was used to calculate the sample size. With regard to the level of accuracy, we used a confidence level of 95% as suggested by Kothari (2004), this means that there are 95 chances in 100 (or .95 in 1) that the sample results represent the true condition of the population within a specified precision range against 5 chances in 100 (or .05 in 1) that it does not. The Slovene’s formula is calculated as follows:

$$n = \frac{N}{1 + Ne^2}$$

Stephanie (2013) n= Number of samples or sample size N= Total population e= Error tolerance

The population size of this research is 212 members of Public Policy Information, Monitoring and Advocacy Project. We take a sampling error of 5%, and then the sample size was:

$$n = \frac{212}{1 + 212(0.05)^2}$$

$$n = 212/1+212(0.05*0.05)$$

$$n = 212/ 1+212*0.0025$$

$$n = 212/1+0.53$$

n = 138. Therefore the sample size was 138 respondents and the number of each stakeholder from the sample size is distributed in the table herein.

Stakeholders	Population	Sample size
Community Representatives	160	120
Cell Executive Secretaries	20	5
Sector Executive Secretaries	10	2
District Officials	2	2
Service Providers	10	5
CSOs Staff	8	2
Donors Representatives	2	2
Total	212	138

3.1 Sampling Techniques and procedures:

A list of project members was obtained from selected project office and it is this list that was used to group the project stakeholders. The researcher asked the sector office, where names were provided to the researcher and screened on the parameter of success. Some groups were purposively selected in order to explore most of the research questions.

After confirming that all data were correctly entered, descriptive statistics were used to analyze quantitative data. Descriptive statistics included percentages, measures of central tendencies (mean) and frequency distribution. Tables, bar charts and pie charts were used to present the data. Descriptive statistics facilitate the meaningful distribution of measurements and to also describe, summarize data and organize (Mugenda & Mugenda, 2003).

Qualitative data was thematically coded and then statistically analyzed. Qualitative data which is from the open ended questions was analyzed using content analysis. The findings from the qualitative data were then presented in a prose form.

A multivariate regression analysis was used to determine the relationship between the dependent and the independent variables.

The multivariate regression model was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Where:

Y = Project success;

β_0 = Constant Term;

$\beta_1, \beta_2,$ and β_3 = Beta coefficients;

X_1 = Stakeholders Involvement in planning;

X_2 = Stakeholders Involvement in control;

X_3 = Stakeholders Involvement in implementation;

ϵ = Error term

The study used a 95% confidence level. A 95% confidence interval reflects a significance level of 0.05. This shows that for an independent variable to have a significant effect on the dependent variable, the p-value should be below the significance level (0.05).

Chi square (X^2) statistics was used to investigate whether distributions of categorical variables differed from one another. The ANOVA table was used to compare the tallies of categorical responses between the independent and dependent groups.

4. DATA ANALYSIS AND DISCUSSIONS

This chapter presents empirical findings in reference to the research questions in chapter one. They were presented and analyzed using frequency tables and mean and Anova table to analyze the data according to specific objective and Anova table were used to determine the effect of stakeholder’s involvement on the success of Public Policy Information, Monitoring and Advocacy Project.

4.1 Profile of the Respondents:

Under this section the researcher describes profile of the respondent’s which includes data about gender, age, educational background and level of experience.

Table 4.1: Gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	84	60.9	60.9	60.9
	Female	54	39.1	39.1	100.0
	Total	138	100.0	100.0	

Source: (Researcher, 2018)

Presentation on gender shows that, 60.9% of the respondents were male while 39.1% female. This implies that the view collected in the research is relatively free of gender bias since view of both males and female were selected.

Table 4.2: Age structure of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30 Years and Below	38	27.5	27.5	27.5
	31 - 40	53	38.4	38.4	65.9
	41 - 50	31	22.5	22.5	88.4
	51 and above	16	11.6	11.6	100.0
	Total	138	100.0	100.0	

Source: (Researcher, 2018)

Presentation on Age group shows that, 38.4% of the respondents aged between 31-40 years, 27.5% of the respondents aged below 30 years, 22.5% of the respondents between 41-50 and lastly 11.6% respondents above 51 and above. This implies that the respondents are mature enough and can give relevant information as required by the questionnaire.

Table 4.3: Educational level of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	23	16.7	16.7	16.7
	Secondary	40	29.0	29.0	45.7
	Diploma	37	26.8	26.8	72.5
	Degree	26	18.8	18.8	91.3
	Post graduate	12	8.7	8.7	100.0
	Total	138	100.0	100.0	

Source: (Researcher, 2018)

Presentation on educational background shows that, 29.0% of the respondents have secondary education, 26.8% have diploma, 18.8% have first degree, 16.7% have primary certificate and 8.7% have post graduate degree. This implies that the respondents are able to comprehend and intelligently respond to the questions asked.

Table 4.4: Experience of the Respondents in project management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 Years	31	22.5	22.5	22.5
	5 - 10	46	33.3	33.3	55.8
	Above 10 Years	61	44.2	44.2	100.0
	Total	138	100.0	100.0	

Source: (Researcher, 2018)

Presentation on employees experience shows that, 44.2% of the respondents had experience of 10 years and above, 33.2% had experience of 5 – 10 years and 22.5% experience 5 years below. This implies that the respondents are experienced project management environment and the information they gave can be relied on.

4.2 Regression Analysis on stakeholders involvement in planning and Projects success:

A multivariate regression analysis was used to establish the relationship between stakeholder's involvement in planning which is the independent variable and Projects success which is the dependent variables.

The multivariate regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where; Y = Project success;

β_0 = Constant Term;

$\beta_1, \beta_2,$ and β_3 = Beta coefficients;

X_1 = Stakeholders Involvement in planning;

X_2 = Stakeholders Involvement in control;

X_3 = Stakeholders Involvement in implementation;

ε = Error term

Table 4.5: Model Summary on Stakeholders Involvement in planning

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.950 ^a	.902	.901	.41578
a. Predictors: (Constant), Independent variable				
b. Dependent Variable: Project Performance (cost of service; service delivery, Quality)				

R-square =0.902(90.2). 90.2% variations in project success have been captured by the model used. Since the p-value is 0.000, the model performance is statistically significant.

Table 4.6: Anova table on Stakeholders Involvement in planning

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	216.265	1	216.265	1251.004	.000 ^b
	Residual	23.511	136	.173		
	Total	239.775	137			
a. Dependent Variable: Project Success (Time, quality and Cost)						
b. Predictors: (Constant), Stakeholders involvement in planning						

Anova table shows that there significant relationship between and project success with .000 significant level

Table 4.7: Coefficients on Stakeholders Involvement in planning

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.193	.288		-4.147	.000
	Stakeholders involvement in planning	.567	.016	.950	35.370	.000
a. Project success: Stakeholders involvement in planning						

Basing on the regression equation in chapter three, researcher establishes the relationship between Stakeholders involvement in planning and project success

Where; Y = project success;

B₁ = Constant Term

β₁ = Beta coefficients

X₁ = Stakeholders involvement in planning

$$Y = -1.193 + 0.567X_1 \text{ (Stakeholders involvement in planning)} \dots \dots \dots \text{Equation (i)}$$

The results indicate that Stakeholders involvement in planning has a relationship with project success. The significance is 0.000 which indicates that there is positive relationship (0.567) between Stakeholders involvement in planning and project success. These results provide reasonable evidence to the consistent view that, there is increase in timely delivery of the project milestone, cost and quality hence they improved project success. The beta of Stakeholders involvement in planning is 0.950 with a t-statistic of 35.370. The positive coefficients mean a unit change in Stakeholders involvement in planning leads to a .567units increase in project success while keeping Stakeholders involvement in control and Stakeholders involvement in implementation constant and since the P- value = 0.000 < 0.05, the positive t-statistic value indicates that the effect is statistically significant at 5 % test level reject H₀ in favor of H₁ the alternative.

4.3 Regression Analysis on stakeholders involvement in control and Projects success:

A multivariate regression analysis was used to establish the relationship between stakeholder’s involvement in control which is the independent variable and Projects success which is the dependent variables.

The multivariate regression model was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Where; Y = Project success;

β₀ = Constant Term;

β₁, β₂, and β₃ = Beta coefficients;

X₁= Stakeholders Involvement in planning;
 X₂= Stakeholders Involvement in control;
 X₃= Stakeholders Involvement in implementation;
 ε = Error term

Table 4.8: Model Summary on Stakeholders Involvement in control

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864 ^a	.746	.744	.66913
a. Predictors: (Constant), Stakeholders Involvement in control				
b. Dependent Variable: Project success (cost of service; service delivery, Quality)				

R-square =0.746(74.6%). 74.6% variations in project performance have been captured by the model used. Since the p-value is of 0.000, the model performance is statistically significant /very good.

Table 4.9: ANOVA table on Stakeholders Involvement in control

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	178.884	1	178.884	399.534	.000 ^b
	Residual	60.891	136	.448		
	Total	239.775	137			
a. Dependent Variable: Project Success (Time, quality and Cost)						
b. Predictors: (Constant), Stakeholders involvement in control						

Anova table shows that there significant relationship between and project success with .000 significant level.

Table 10: Coefficients on Stakeholders Involvement in control

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.689	.483		-1.425	.156
	Stakeholders involvement in control	.542	.027	.864	19.988	.000
a. Project success: Stakeholders involvement in control						

From the table, the researcher deduces the regression equation

Where; Y = project success;

B₂ = Constant Term

B₂= Beta coefficients

X₂ = Stakeholders involvement in control

$$Y = -689 + 0.542X_2 \text{ (Stakeholders involvement in control)} \dots \dots \dots \text{Equation (ii)}$$

The results indicate that Stakeholders involvement in control system has relationship with project success. The significance is 0.000 which indicates that there is positive relationship (.542) between Stakeholders involvement in control and project success. These results provide reasonable evidence to the consistent view that, there is increase in timely delivery of the project milestone, cost effective, timely service and increased quality hence they improved project performance. The beta of Stakeholders involvement in control is .864 with a t-statistic of 19.988. The positive coefficients mean a unit change in Stakeholders involvement in control leads to a 0.630 units increase in project success while keeping Stakeholders involvement in planning and Stakeholders involvement in implementation constant and since the P- value = 0.000 < 0.05 the positive t-statistic value indicates that the effect is statistically significant at 5 % test level. The effect of Stakeholders involvement in control on project success is statistically significant; reject H₀ in favor of H_i the alternative

4.4 Regression Analysis on stakeholders involvement in implementation and Projects success:

A multivariate regression analysis was used to establish the relationship between stakeholder's involvement in implementation which is the independent variable and Projects success which is the dependent variables.

The multivariate regression model was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Where; Y = Project success;

β_0 = Constant Term;

$\beta_1, \beta_2,$ and β_3 = Beta coefficients;

X₁= Stakeholders Involvement in planning;

X₂= Stakeholders Involvement in control;

X₃= Stakeholders Involvement in implementation;

ϵ = Error term

Table 11: Model Summary on Stakeholders Involvement in implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.951 ^a	.905	.904	.41006
a. Predictors: (Constant), Stakeholders Involvement in implementation				
b. Dependent Variable: Project success (cost of service; timely service delivery, Quality)				

R-square =0.905 (90.5%). 90.5% variations in project success have been captured by the model used. Since the p-value is of 0.000, the model performance is statistically significant or very good.

Table 4.12: ANOVA on Stakeholders Involvement in implementation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	216.907	1	216.907	1289.987	.000 ^b
	Residual	22.868	136	.168		
	Total	239.775	137			
a. Dependent Variable: Project performance (cost of service; timely service delivery, Quality)						
b. Predictors: (Constant), Stakeholders Involvement in implementation						

Anova table shows that there significant relationship between and project success with 000 significant level

Table 4.13: Coefficients in Stakeholders Involvement in implementation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.226	.284		-4.314	.000
	Independent variable1	.568	.016	.951	35.916	.000
a. Project Success: Stakeholders Involvement in implementation						

Table above deduces the regression equation

Where; Y = project success;

B₃ = Constant Term

B₃= Beta coefficients

X₃ = Stakeholders Involvement in implementation

Y= -1.226+ .568 X₃ (Stakeholders Involvement in implementation).....Equation (iii)

The results indicate that Stakeholders Involvement in implementation has a relationship with project success. The significance is 0.000 which indicates that there is positive relationship (0.568) between Stakeholders Involvement in implementation and project success. These results provide reasonable evidence to the consistent view that, there is increase in timely delivery of the project milestone, cost effective, timely service delivery and increased quality hence they improved project performance. The beta of Stakeholders Involvement in implementation is .951 with a t-statistic of 35.916. The positive coefficients mean a unit change in Stakeholders Involvement in implementation leads to a 0.726 units increase in project success while keeping Stakeholders Involvement in implementation planning and Stakeholders Involvement in constant constant and since the P- value = 0.000 < 0.05 the positive t-statistic value indicates that the effect is statistically significant at 5 % test level. The effect of Stakeholders Involvement in implementation on project success is statistically significant; reject H₀ in favor of H_i the alternative

Summary Equation:

From Equations:

$$Y = -1.193 + 0.567X_1 \text{ (Stakeholders involvement in planning)} \dots \text{Equation (i)}$$

$$Y = -689 + 0.542X_2 \text{ (Stakeholders involvement in control)} \dots \text{Equation (ii)}$$

$$Y = -1.226 + .568 X_3 \text{ (Stakeholders Involvement in implementation)} \dots \text{Equation (iii)}$$

The multivariate regression model formed:

$$Y = -1.193 + 0.567X_1 + -689 + 0.542X_2 + -1.226 + .568 X_3 + \varepsilon \dots \text{Equation (iv)}$$

The regression equation above established that taking all factors into account project success as a result of (Stakeholders involvement in planning, Stakeholders involvement in control, Stakeholders Involvement in implementation) at Zero project success of Public Policy Information, Monitoring and Advocacy Project constant Term would be 1.621.

The equation presented also shows that taking all other independent variables at zero, a unit increase in Stakeholders involvement in planning would lead to a 0.567 unit increase in the scores of project performance of Public Policy Information, Monitoring and Advocacy Project, a unit increase in Stakeholders involvement in control would lead to a 0.542 unit increase in project performance of, a unit increase in Stakeholders Involvement in implementation would lead to a 0.568 increase in the scores of project success in Public Policy Information, Monitoring and Advocacy Project.

4.5 Stakeholders Challenges in Policy Information, Monitoring and Advocacy Project:

The researcher has realized that they are some challenges which Policy Information, Monitoring and Advocacy Project as a result of stakeholder's decision making, these were; poor communication leading to late decision making, conflict of interest, inadequate funds and poorly trained personnel.

5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction:

The chapter covers the summary, conclusion and recommendation of the findings. The summary covers the findings in relation to the objective of the study. The summary is followed by the conclusion which is based on the findings of the study.

5.2 Summary of Findings:

The study was mainly concerned about the effect of Stakeholders involvement on the Success of Development Projects in Rwanda, case study of Public Policy Information, Monitoring and Advocacy Project.

5.2.1 Stakeholders involvement in planning on Success of PPIMA Project:

The findings on indicates that Stakeholders involvement in planning has a relationship with project success. The significance is 0.000 which indicates that there is positive relationship (0.567) between Stakeholders involvement in planning and project success. These results provide reasonable evidence to the consistent view that, there is increase in timely delivery of the project milestone, cost and quality hence they improved project success. The beta of Stakeholders involvement in planning is 0.950 with a t-statistic of 35.370. The positive coefficients mean a unit change in Stakeholders involvement in planning leads to a .567units increase in project success while keeping Stakeholders involvement in control and Stakeholders involvement in implementation constant and since the P- value = 0.000 < 0.05, the positive t-statistic value indicates that the effect is statistically significant at 5 % test level reject H0 in favor of H1 the alternative.

5.2.2 Stakeholders involvement in Project Control and Success of PPIMA Project:

Findings show that indicates that Stakeholders involvement in control system has relationship with project success. The significance is 0.000 which indicates that there is positive relationship (.542) between Stakeholders involvement in control and project success. These results provide reasonable evidence to the consistent view that, there is increase in timely delivery of the project milestone, cost effective, timely service and increased quality hence they improved project success. The beta of Stakeholders involvement in control is .864 with a t-statistic of 19.988. The positive coefficients

mean a unit change in Stakeholders involvement in control leads to a 0.630 units increase in project success while keeping Stakeholders involvement in planning and Stakeholders involvement in implementation constant and since the P- value = $0.000 < 0.05$ the positive t-statistic value indicates that the effect is statistically significant at 5 % test level. The effect of Stakeholders involvement in control on project success is statistically significant; reject H₀ in favor of H_i the alternative

5.2.3 Stakeholders involvement in Project Control and Success of PPIMA Project:

Findings show indicates that Stakeholders Involvement in implementation has a relationship with project success. The significance is 0.000 which indicates that there is positive relationship (0.568) between Stakeholders Involvement in implementation and project success. These results provide reasonable evidence to the consistent view that, there is increase in timely delivery of the project milestone, cost effective, timely service delivery and increased quality hence they improved project success. The beta of Stakeholders Involvement in implementation is .951 with a t-statistic of 35.916. The positive coefficients mean a unit change in Stakeholders Involvement in implementation leads to a 0.726 units increase in project success while keeping Stakeholders Involvement in implementation planning and Stakeholders Involvement in constant and since the P- value = $0.000 < 0.05$ the positive t-statistic value indicates that the effect is statistically significant at 5 % test level. The effect of Stakeholders Involvement in implementation on project success is statistically significant; reject H₀ in favor of H_i the alternative

5.3 Conclusion:

In conclusion it can be stated that Stakeholders involvement has a significant relationship with project success. The regression equation above established that taking all factors into account project success as a result of (Stakeholders involvement in planning, Stakeholders involvement in control, Stakeholders Involvement in implementation) at Zero project success of Public Policy Information, Monitoring and Advocacy Project constant Term. The equation presented also shows that taking all other independent variables at zero, a unit increase in Stakeholders involvement in planning would lead to a 0.567 unit increase in the scores of project success of Public Policy Information, Monitoring and Advocacy Project, a unit increase in Stakeholders involvement in control would lead to a 0.542 unit increase in project success of, a unit increase in Stakeholders Involvement in implementation would lead to a 0.568 increase in the scores of project success in Public Policy Information, Monitoring and Advocacy Project.

5.4 Challenges and Recommendations:

The researcher has identified the following Challenges and Recommendations in order to promote the success of the projects in Rwanda:

5.4.1 Challenges:

The researcher identified that once very few stakeholders are engaged in the project lifecycle leads the following challenges;

- The sustainability of the project activities and outcomes is doubtful and less achievable.
- The scope of the project is changed several times during the implementation of the projects due to lack of engagement of some stakeholders at the project planning phase.
- There is blockage of information flow among the project stakeholders.
- There is no true ownership of the project because people are not involved from the inception of the project.

5.4.2 Recommendations:

- All stakeholders should be involved in key decision making functions.
- There should be effective communication between project stakeholders.
- There should be dialogue forum for stakeholders in order to improve performance of the project
- The government should involve competent legal team and experts to design the project contract for effective contract administration and management.
- The government should improve on procurement procedures in order to avoid bureaucratic means of procurement.

5.5 Suggestions for further research:

- The effect of Citizen Participation on the success of district performance contract in Rwanda.
- The benefits of CSO engagement in government planning and budgeting processes in Rwanda.
- The influence of stakeholders on project management in Rwanda

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