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## **Stakeholder Involvement and Sustainability of World Bank Funded Project in Rwanda: A Case of Skills Development Project in Gasabo District**

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# Stakeholder Involvement and Sustainability of World Bank Funded Project in Rwanda: A Case of Skills Development Project in Gasabo District

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## Abstract

The general objective of this research was to examine the stakeholder involvement and sustainability of World Bank funded project in Rwanda with a case of skills development fund in Gasabo District. The researcher used descriptive research design to the sample of 211 respondents who are drawn from target population of the study, which is 400 people. The respondents were selected to participate in this study using simple random sampling and census as the techniques of sampling. The interview schedule and questionnaire were employed to collect the information from the field and the data collected was analyze as the inferential statistics were analyze using the Pearson correlation and regression analysis, whereas the mean, standard deviation comprised the descriptive statistics. The results of the first objective regarding stakeholder empowerment and sustainability of skills development project revealed that a big number of respondents agreed that stakeholder empowerment promote sustainability of skills development project by the overall mean of 2.009 and the correlation results proving that stakeholder empowerment has a positive and significant relationship with measures of (beneficiary satisfaction has  $r=0.928$ , beneficiary ownership has  $r=0.949$ , beneficiary continuous progress has  $r=.961$  and  $\text{sig}=0.00$ ) sustainability of skills development project. The results of the second objective regarding stakeholder decision making and sustainability of skills development project showed that stakeholder decision making and beneficiary satisfaction have ( $r=0.929$  and  $\text{sig}=0.00$ ), with beneficiary ownership ( $r=0.950$  and  $\text{sig}=0.00$ ) and with beneficiary continuous progress ( $r=.962$  and  $\text{sig}=0.00$ ) which implies that stakeholder decision making has a positive and significant relationship with sustainability of skills development project. The results of the third objective regarding stakeholder consultation and sustainability of skills development project showed that stakeholder consultation and beneficiary satisfaction have ( $r=0.930$  and  $\text{sig}=0.00$ ), with beneficiary ownership ( $r=0.951$  and  $\text{sig}=0.00$ ), and with beneficiary continuous progress ( $r=.963$  and  $\text{sig}=0.00$ ) which implies that stakeholder consultation has a positive and significant relationship with sustainability of skills development project in Gasabo District,

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Rwanda. Basing on the results of the study, the researcher would like to recommend that the involvement of stakeholder should not only be limited in consultation and in decision making rather should be also involved in implementation and provision of the support that they can afford to the project such as participating actively in activities that required provision of labor or other contribution in order to develop the spirit of self-reliance and ownership of the project that enhances.

**Keywords:** *Stakeholder involvement, Sustainability of World Bank Funded Project, Skills Development Project, Rwanda.*

## 1. Introduction

The global data have shown that Africa counts for 60% of its total populations as the young people who are under 25 years which has accelerated the failure and unattainability of the most of the project conducted in Africa due to limited skills, empowerment and consultation of the stakeholder during project design, planning, execution and monitoring (UNOPS, 2020). Thus, the failure of stakeholder involvement is among the concept which has become popular in the period of economic development and modernization era in regard to developmental projects in the last 50 years (Peter *et al.*, 2015). This show that the ideas of stakeholder involvement in sustainability of the World Bank funded project is still a myth because even the beneficiaries of the project see themselves in the benefiting side rather than being part and parcel of World Bank funded project sustainability.

Studies conducted in the same field of stakeholder involvement and project sustainability such as the study of Cohen and Uphoff (2010) which focus of project sustainability, cultural and financial environment; the study of Bal, *et al.* (2013) and Ndengwa (2015) who concentrated on stakeholder involvement and project sustainability. However, there is very fewer and almost none of the study has concentrated on stakeholder involvement and sustainability of World Bank funded project in sense of stakeholder empowerment, employability and consultation. Thus, these previous study have left out a big knowledge gap regarding this study because fewer of the study has also concentrated on the beneficiary satisfaction, ownership and continuous progress of the project.

Although, the government of Rwanda has established the work force development authority to deal with all issues that hinder the involvement of the young stakeholders in attaining empowerment, employment and being consulted for their designed projects. There is still shortage of skilled labor because up today the skilled human resources are still imported mainly from the regional countries (WDA, 2019). Despite, that the efforts of workforce development authority and the skills development project has affected the unemployment rate among the youth to decrease from 16.7% to 16.0% due to the contribution of the TVET graduates. There is still a big gap in the attainment of the sustainability of the project meant for youth development. It is against this view; the researcher wants to conduct a study to analyze the role of involving stakeholders in enhancing sustainability of World Bank funded projects mainly the skills development project in Gasabo District of Rwanda.

## 1.1 Objectives of the study

### 1.1.1 General objective

The general objective of the study was to assess the role of stakeholder involvement on enhancing the sustainability of World Bank funded project with specific consideration of skills development project in Gasabo District, Rwanda.

### 1.1.2 Specific objectives

- (i) To determine the effect of stakeholder empowerment on sustainability of skills development project in Gasabo District, Rwanda
- (ii) To examine the impact of stakeholder decision making on sustainability of skills development project in Gasabo District, Rwanda
- (iii) To find out the relationship between stakeholder consultation and sustainability of skills development project in Gasabo District, Rwanda

### 1.1.3 Research Hypotheses

Ho1: Stakeholder empowerment has no effect on sustainability of skills development project in Gasabo District, Rwanda

Ho2: Stakeholder decision making has no impact on sustainability of skills development project in Gasabo District, Rwanda

Ho3: There is no relationship between stakeholder consultation and sustainability of skills development project in Gasabo District, Rwanda.

## 2.1 Empirical Literature Review

### 2.1.1 Stakeholder empowerment and sustainability of skills development project

The empirical studies of the previous researchers in relation to stakeholder empowerment and sustainability of skills development project are very few. However, the study like of Kimengsi *et al.*, (2016) has state that community empowerment is measured by three constructs which are community participation, community access to information and community capacity building. The study asserted that community capacity affects sharing of knowledge, valuing community and community leadership. The study of Ahmad and Abu (2015) found that the mean, standard deviation and alpha score for capacity building of community are 58.256, 12.998 and 0.751 while the mean, standard deviation and alpha score for participation of community are 41.596, 14.444 and 0.847 while mean, standard deviation and alpha for community access to information are 58.000, 17.655 and 0.846; while the mean, standard deviation and alpha for sense of community are 28.641, 5.540 and 0.721 with the mean, standard deviation and alpha for sustainability are 52.638, 16.285 and 0.736 respectively which implies that community empowerment has an effect on the sustainability of the project.

The involvement of the stakeholder in project funded by the World bank does not only empower the stakeholder it also gives room to the youth to participate in decision making process as their capacity is built higher through skills contribution. The project external agents participate in enhancing solutions to the problems of the youth and other stakeholder

to sustain the project (Pretty, 2015). The empowerment of the stakeholders affect the interest of the external agents like funders because it reveals the status and existence of the project without the intention of involving the stakeholders of the project in providing local resources alone also in enhance the effective allocation of their resources. Hence, the project stakeholders assume roles in contributing to provision of local resources in solving the problems and be attentive and receptive to the ideas of other stakeholders of the project to enhance resource contribution for the project sustainability (Pretty, 2015).

The results of the study of Uwandinda and Kamande (2021) conducted in Rwanda indicated that NGOs income generating services enhance empowerment of rural women were significant. The contributions towards mutual services scored most at above 87.5 % followed by financial support as provided by group saving scheme at 81%. Providing basic necessities to individuals was third at 36.6% score while last was capacity building to parents that scored 16.7%. This means NGOs support in the form of infrastructure development likely have more impact than the others. Constructing facilities would provide students with better learning environment and the necessary equipment needed to pursue studies which are part of empowerment while engaging rural women in group saving schemes also empowers them for the sake of the whole family. More should also be channeled to financial support. This could be in form of fees payable to institutions, or even pocket money. Providing basic needs follow in order of priority then training comes last. It may also be beneficial to all women (not only the vulnerable rural women). The results showed that NGOs remain relevant in provision of basic education and women empowerment.

### **2.1.2 Stakeholder decision making and sustainability of skills development project**

The findings of the study of Alkire, *et al.*, (2013) show that women appear playing significant role in decision making process regarding the quantity of output to sell and consume, as well as in decisions on the use of cash from crops, milk and milk products. In terms of quantity of output to sell and consume, the general trend is joint decision-making. In the South African sites, the questions do not apply to most households surveyed as they only produce food for household consumption. The decisions on the use of cash from crops shows a trend of joint decision-making across the case country sites, apart from the South African sites where the women are dominant in decision-making to enhance the sustainability of the projects that are conducted on family level. The results have also shown that 87% of women who were empowered in agriculture felt they could make decisions related to serious health problems, compared to 75% among women who were not empowered in agriculture. The difference in autonomy results was wider: 80% of women who were empowered in agriculture reported autonomy about serious health problems, but only 63% of disempowered women reported this type of autonomy.

The stakeholder involvement in the project involves skills contribution and capacity either by making the decisions concerning the sustainability of the project. Stakeholder involvement in decision making process of the project affect positively the raise of resource that which leads to the sustainability of financial status of the project, the increase of labor as the personnel of the project who affect the productivity of the project and make the project operations more effective and efficient (Mukunga, 2012). The results have also revealed that 86% of the respondents did not participate in any way during the implementation phase while 8% of the respondents confirmed that they attended site meetings during the implementation period which helps to participate in decision making process. Thus, the researcher recommended

that project implementing departments must accept the challenge for project sustainability and carry the whole community along.

The decision making process of the project enhances material contribution by involving the stakeholder including governments and agencies to enlarge the scarce resource for the sake of project sustainability. The skills contribution in the sense of taking decision regarding the areas of the project that require more skills have affected the involvement of unskilled stakeholders to reach consensus with skilled stakeholders which make all the stakeholders as the dependable stake on the material contribution and the economic capabilities of stakeholder and skills capability that affect both decision making process and sustainability of the project (Ndegwa, 2015). The results proved that there is a positive and significant relationship between decision making and sustainability of the project where the Pearson correlation coefficient is 0.800 and calculated significance level which is 0.00 which is less than 0.01 level of significance.

The study of Zaden (2010) examined the involvement in making decision of water projects in Sub-Sahara Africa. The findings revealed that decision making process was a key factor to initiate and create a successful water project because unless of that material resource and sustainable efforts may have been lost during the project. The results have also revealed that the external agents in sense of funding have also contributed to the sustainability of the project due to community infrastructure. Thus, active and well-functioning state organizations affect community involvement through mobilization and sensitization of the people. Thus, the collaboration between the entire community and staff members of projects are beneficial in terms of production, decrease of environmental resource degradation (Naiga, *et al.*, 2015).

The findings of the study of Alkire *et al.*, (2013) have also found that decision making also plays a significant role in enhancing the sustainability of agricultural projects where the decisions on the use of cash from milk and other milk products, women are more dominant in decision-making in the sites in Ethiopia and Kenya, and joint decisions are most common in Tanzanian and Rwandan sites. If joint and sole decision making are combined for all three indicators, the trend is that men are more instrumental in decision-making in Tanzania and Ethiopia. Overall, the same trend is evident in decisions about the use of income, where women appear to be more empowered in the sites in Kenya, Malawi, Rwanda and South Africa, but less so in the Ethiopian and Tanzanian sites which affect negatively the sustainability of agricultural projects.

### **2.1.3 Stakeholder consultation and sustainability of skills development project**

The empirical literatures related to this field of stakeholder involvement and sustainability of skills development project such as the study of Peter *et al.*, (2013) stipulated that project meant for stakeholder involvement in sociocultural, environment and economic pillar are considered in the process of designing the project, formulation of the report, and stakeholder involvement has to be very vital part of the project that needs to enhance project sustainability. This study made recommendations on the stakeholders as to identify their own needs to enhance their empowerment and decision making process that are related to community action plans to enhance stakeholder capacity, knowledge to use the available resources that allows them to create more innovative approaches that handle their issues to accelerate the rate of self-reliance in financial resources. The recommendation was made based on the fact that the results have revealed that decision making and sustainability of the

project with a significance level of 0.00 and Pearson correlation of 0.781 at 0.01 level of significance has a positive and significant relationship.

The results of study revealed that project sustainability is built on the exit strategies that engage the stakeholders in consulting and building the local government capabilities to enhance the delivery of the effective benefits of the project. To enhance project sustainability, consultation, collaboration and working in partnership is must in order to improve the intervention (Chizimba, 2013). The recommendations were made to the stakeholders to fully get informed and consult the project exit strategies. The study emphasized on the stakeholder involvement in consultation and giving information to enhance the sustainability of the project. Thus, stakeholders has to be involved in all stages of project cycle from designing the exit strategy to executing, maintaining and strengthening the project interventional impact to increase sustainability of the project.

Mukunga (2012) conducted research on the importance of stakeholder involvement in an ongoing school construction in Tanzania. The results showed that project intervention involvement and skills contribution play an important role at rate of 67.8% in collaborative sustainability. The results also revealed that material giving as part of the involvement in the project led to 32.1% of project ownership. The study has also stated that consultation of the expert and useful skilled human resource has affected the success of the project which leads to the sustainability of the project. Recommendations emphasized on the skills contribution, joint and consultative decision making process in matters concerning social and economic development that enhance involvement of the stakeholders in the project.

## 2.2 Research Gap

The previous empirical studies have given less attention the contribution of stakeholder empowerment, decision making process and consultation of project stakeholders in enhancing sustainability of the project such studies are like the research of Peter *et al.*, (2013) who concentrated on stakeholder involvement in sociocultural, environment and economic pillar are considered in the process of designing the project and stakeholder involvement without giving a chance other factors like decision making and consultation to be part of stakeholder involvement predictors that affect sustainability of the project.

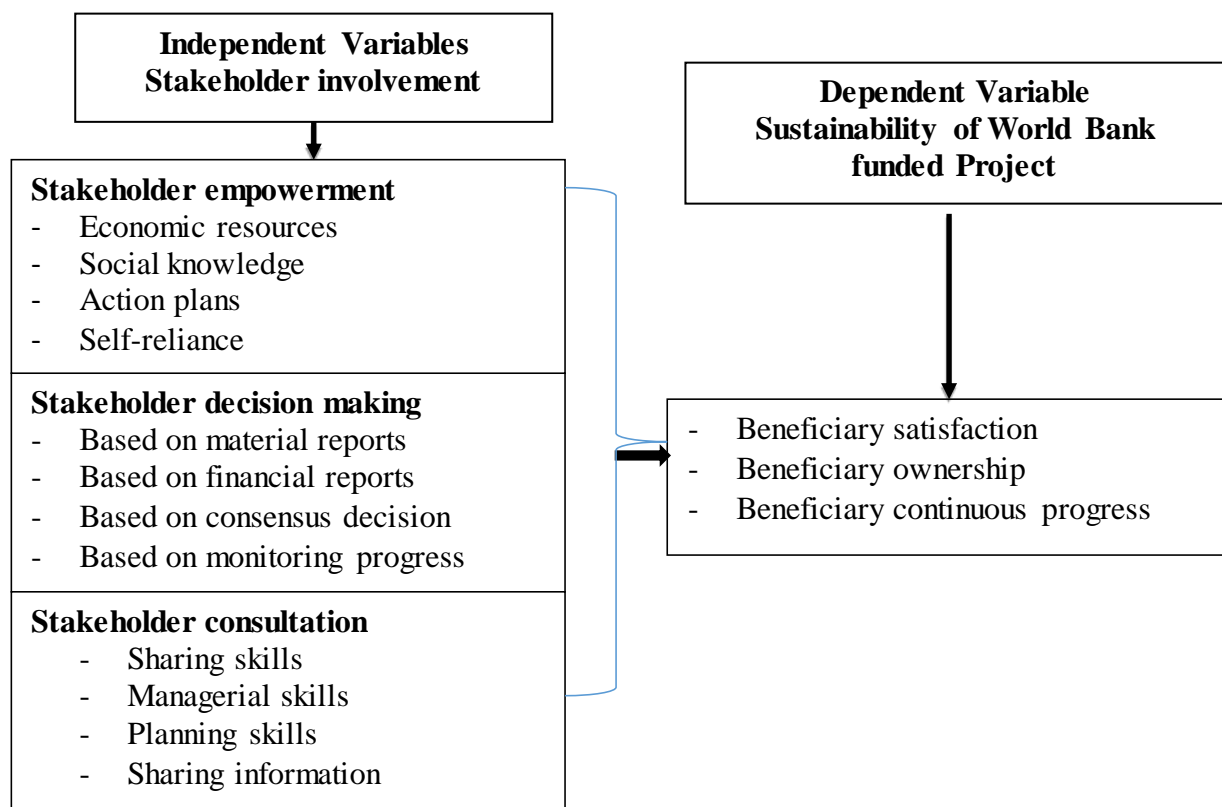
The knowledge gap is also identified in the studies of Alkire *et al.*, (2013) and Naiga, *et al.*, (2015) who have oriented their researches on the role of decision making in enhancing the sustainability of agricultural projects and the collaboration between the entire community and staff members of projects in enhancing production, and decrease of environmental resource degradation. Thus, the analysis show that these researchers have never thought of stakeholder involvement in terms of stakeholder empowerment or stakeholder consultation or even at project sustainability in the sense of beneficiary ownership or even satisfaction.

The knowledge gap is identified in the previous studies of the researchers like Mukunga (2012); Ndegwa (2015) where these researchers have only concentrated on the stakeholder involvement on skills and capacity contribution, in decision making process, labor contribution, and material contribution that promote economic capabilities of the stakeholders and then sustainability of the project. Thus, these metrics show that these two studies have given less attention the role played by stakeholder empowerment, stakeholder decision making and stakeholder consultation in enhancing sustainability of World Bank funded

projects in terms of promoting beneficiary satisfaction, beneficiary ownership and beneficiary continuous progress.

### 2.3 Conceptual Framework

A conceptual framework forms a basis upon which various research questions that guide the research questions are presented (Alvi, 2016). Conceptualizing the stakeholder involvement and sustainability of World Bank funded project represents the factors that affect the independent variable such as stakeholder empowerment, stakeholder decision making and consultation of the stakeholder in all stages of the project from its design to monitoring which enhance the sustainability, which is measured by beneficiary satisfaction, beneficiary ownership and continuous progress of beneficiaries.



**Figure 1: Conceptual framework**

**Source: Primary Data, 2022**

The figure 1 represents the independent variable which is stakeholder involvement and the dependent variable which is sustainability of skills development project. The independent variable is measured by the stakeholder empowerment which has metrics like economic resources, social knowledge, action plans and self – reliance; stakeholder decision making which has metrics like decisions based on material reports, based on financial reports, based on consensus decision and based on monitoring progress; and stakeholder consultation which has sharing skills, managerial skills, planning skills and sharing information while the



dependent variable is measured by beneficiary satisfaction, ownership and continuous progress of the beneficiary.

### 3. Materials and Methods

The descriptive research design was employed in this research with a mixed approach with quantitative and qualitative data which is a detailed plan used to collect data (Eyesi, 2016). The qualitative data collect from interview was thematically analysed into narratives while the quantitative data that was collected from questionnaire was analysed by inferential statistics by Pearson correlation and multiple linear regression; the descriptive statistics by mean and standard deviation. The questionnaires include information about the researcher on socio-demographic characteristics and other information concerning the objectives of the study. The total of 211 respondents were calculated and selected using the table of Krejcie and Morgan (1970) from the 400 target population including 191 respondents from the beneficiaries of the project, 8 project staffs and 12 other stakeholders. The 211 respondents were selected using the census method and simple random sampling technique. Alvi (2016) stated that simple random sampling is the method of probability sampling where all the elements have equal chance to participate in the study as selected. The researcher obtained an unbiased sample by using simple random sampling, which enabled him to save time and money.

Data collection methods as primary and secondary were used whereby the primary methods included semi-structured and Closed-Ended questionnaires and interview schedules. Methods helped to conduct in full consent of the respondents. Secondary sources included literature from libraries, journals and text books. Therefore, it enabled the researcher to obtain information and confidential documents from the involved institution. Key informant interviews were scheduled for beneficiaries of the project and Private sector representatives who are believed to have broad knowledge of developing entrepreneurship and stakeholder employment through emails, skype, WhatsApp as well as face to face interviews, the Closed-Ended questionnaires were administered to District authorities, graduates and parents the same as above channels. Aside from this, a purposive interview was conducted to parents, graduates, District authorities, Chief Skills Office under Rwanda Development Board and industry representatives. The questionnaires were provided in English and Kinyarwanda languages for the respondents' ease. The online survey was initially distributed to teachers. Eventually SPSS version 21.0 was to analyze data all focusing on the current phenomenon with regards to the role of World Bank funded projects in enhancing employment opportunities in Rwanda.

The researcher collected the data from the field using the questionnaire and the interview, where the data collected was encoded and cleansed for further uses in the SPSS version to do analysis. Thus, implies that the primary data was collected using the questionnaire and interview guide while the secondary data was collected using the annual reports of the project and other documentaries in the project. The analysis was done by analyzing the collected quantitative data with descriptive and inferential statistics whereas the qualitative data was thematically analyzed into narrative. Thus, the descriptive statistics comprised the mean, standard deviation, frequency and percentages while the inferential statistics comprised the Pearson correlation and regression analysis to find the relationship between stakeholder involvement and project sustainability. The regression model  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$  where Y represents the dependent variable which is World Bank funded project sustainability

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and  $X_1$ ,  $X_2$  and  $X_3$  are the indicators of stakeholder involvement which are stakeholder empowerment, stakeholder decision making and stakeholder consultation respectively. The quantitative data was presented in frequent tables, percentages, charts, bars and graphs. .

#### 4. Research Findings

The results of the study presented in this section of research are collected from the perceptions of respondents in regard to the specific objectives of this study which include to examine the effect of stakeholder empowerment on enhancing the sustainability of skills development project, to examine the impact of stakeholder decision making on enhancing the sustainability of skills development project, and to find out the relationship between stakeholder consultation and sustainability of skills development project in Gasabo District, Rwanda.

##### 4.1 The effect of stakeholder empowerment in enhancing the sustainability of skills development project in Gasabo District, Rwanda

The results of the study under this first objective of the study has concentrated on the effect of stakeholder empowerment in enhancing sustainability of skills development project by help of descriptive statistics and correlation analysis between stakeholder empowerment and sustainability of skills development project in Gasbo District of Rwanda.

**Table 1: Stakeholder empowerment promote project sustainability**

<b>Stakeholder empowerment</b>	<b>Mean</b>	<b>Std.</b>
Project economic resources enhance stakeholder empowerment	2.019	.960
Stakeholder empowerment enhances project design	2.033	.958
Stakeholder empowerment helps in identification of social knowledge	2.023	.958
Stakeholders identify their needs during project design	2.037	.965
Stakeholder empowerment participate in drawing action plans	2.009	.951
Stakeholder empowerment sustains project implementation	2.009	.941
Stakeholder empowerment increases self-reliance	2.019	.960
stakeholders empowerment controls resources during project monitoring	2.037	.980
Stakeholders participate in decision making as part of empowerment	1.990	.961
Stakeholder participate in provision of local resources to solve the problems	2.109	1.038
Overall	2.028	

**Key:** 1- Strongly Agree, 2- Agree, 3-Not sure, 4- Disagree, and 5- Strongly Disagree

**Source: Primary Data, 2022**

The results in Table 1 show a mean of 2.019 and standard deviation of 0.9609 which shows that a big number of respondents agreed that project economic resources enhance stakeholder empowerment and a mean of 2.033 and standard deviation of 0.958 demonstrating that a big number of respondents agreed that stakeholder empowerment enhances project design. The mean of 2.023 and standard deviation of 0.958 proves that a big number of respondents agreed that stakeholder empowerment helps in identification of social knowledge and a mean of 2.037 and standard deviation of 0.965 shows that a big number of respondents agreed that stakeholder identify their needs during project design. The results also show that a mean of 2.009 and standard deviation of 0.951 shows that stakeholder empowerment participates in drawing actions plans and a mean of 2.009 and 0.941 of standard deviation demonstrates that a big number of respondents agreed that stakeholder empowerment sustains project

implementation. The mean of 2.019 and standard deviation of 0.960 shows that a big number of respondents agreed that stakeholder empowerment increases self-reliance.

The mean of 2.037 and 0.980 of standard deviation demonstrates that a big number of respondents agreed that stakeholder empowerment controls resource during project monitoring. The mean of 1.990 and 0.961 of standard deviation shows that a big number of respondents strongly agreed that stakeholders participate in decision making as part of empowerment and 2.109 of mean and 1.039 of standard deviation shows that a big number of respondents agreed that stakeholders participate in provision of local resources to solve the problems. Hence, since the overall mean is 2.028 means a big number of respondents agreed that stakeholder empowerment promote sustainability of skills development project in Gasabo District, Rwanda.

In an interview conducted on 10<sup>th</sup> January 2022 with one of the project staffs, he asserted in his own words that: “ *it seems that the stakeholders who are becoming financially stable and the ones that raise much their voices in our consultative meetings. Most of the beneficiaries talk less during the meeting but also the ones who seem to have money give ideas during meeting compared to those that seem to have low standard. Thus, the lesson learnt in this is that when the stakeholder are empowered there a high chance of making this project more sustainable through the constructive ideas that come from the big number of the stakeholder who are empowered*”.

The above quantitative and qualitative results agree on one thing that stakeholder empowerment enhance sustainability of skills development project and these results also supported by the results of Kimengsi *et al.*, (2016) who stated that community empowerment is measured by three constructs which are community participation, community access to information and community capacity building where it affects sharing of knowledge, valuing community and community leadership to increase sustainability of the project.

**Table 1: Assessment of project sustainability of skills development project in Gasabo**

Sustainability assessment	Mean.	Std.
Beneficiary satisfaction affects project sustainability	1.985	.917
Beneficiary ownership affects project sustainability	2.028	.990
Beneficiary continuous progress affects project sustainability	2.014	.973
Overall mean	2.009	

Key: 1- To very great extent, 2- Great extent, 3- moderate extent, 4- small extent, 5-not sure

Source: Primary Data, 2022

The results in Table 2 show a mean of 1.985 and standard deviation of 0.917 which shows that a big number of respondents confirmed that beneficiary satisfaction affects project sustainability to very great extent and a mean of 2.028 and standard deviation of 0.990 demonstrating that a big number of respondents confirmed that beneficiary ownership affects project sustainability to great extent. The mean of 2.014 and standard deviation of 0.973 proves that a big number of respondents asserted that beneficiary continuous progress affects project sustainability to great extent. Thus, since the overall mean is 2.009, it implies that sustainability of skills development project was achieved to a great extent.

**Table 2: Correlation analysis between stakeholder empowerment and project sustainability**

		beneficiary satisfaction	beneficiary ownership	beneficiary continuous progress
Stakeholder empowerment	Pearson Correlation	.928**	.949**	.961**
	Sig. (2-tailed)	.000	.000	.000
	N	211	211	211

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

**Source: Primary Data, 2022**

The findings in Table 3 shows that stakeholder empowerment and beneficiary satisfaction have ( $r=0.928$  and  $sig=0.00$ ) which is positive and significant. Stakeholder empowerment and beneficiary ownership ( $r=0.949$  and  $sig=0.00$ ) which is positive and significant. Stakeholder empowerment and beneficiary continuous progress ( $r=.961$  and  $sig=0.00$ ) which is positive and significant. Hence, this implies that stakeholder empowerment has a positive and significant relationship with sustainability of skills development project in Gasabo District, Rwanda. The results of this study showing that stakeholder empowerment has a positive and significant relationship with sustainability of skills development project are supported by the results of Ahmad and Abu (2015) who found that the mean, standard deviation and alpha score for capacity building of community are 58.256, 12.998 and 0.751 while the mean, standard deviation and alpha score for participation of community are 41.596, 14.444 and 0.847 and the mean, standard deviation and alpha for sustainability are 52.638, 16.285 and 0.736 respectively which implies that community empowerment has an effect on the sustainability of the project.

#### **4.2 The impact of stakeholder decision making in enhancing the sustainability of skills development project in Gasabo District, Rwanda**

The results of the study under this second objective of the study has concentrated on the impact of stakeholder decision making in enhancing sustainability of skills development project by help of descriptive statistics and correlation analysis between stakeholder decision making and sustainability of skills development project in Gasbo District of Rwanda.

**Table 3: Stakeholder decision making on project sustainability of donor-funded projects**

Statements concerning stakeholder decision making	Mean	Std.
Stakeholders have to take decisions together	2.000	.9411
Stakeholders decision making enhances material report	2.019	.9708
Stakeholders decision making enhances financial report	2.019	.9609
Stakeholders decision making enhances project sustainability	2.037	.9897
Stakeholders take decision regarding material contribution	1.981	.9100
Stakeholders take decision concerning project monitoring process	2.037	.9897
Stakeholders take decision in providing labor power	1.976	.9177
Stakeholders take decision on identifying material need of the project	2.000	.9511
Overall	2.008	

Key: 1- strongly agree, 2- agree, 3- Neutral, 4- disagree, 5- strongly disagree

The results in Table 4 show a mean of 2.000 and standard deviation of 0.9411 which shows that a big number of respondents agreed that stakeholders have to take decisions together and a mean of 2.019 and standard deviation of 0.9708 demonstrating that a big number of respondents agreed that stakeholders' decision making enhances material report. The mean of 2.019 and standard deviation of 0.9609 proves that a big number of respondents agreed that stakeholders' decision making enhances financial report and a mean of 2.037 and standard deviation of .9897 shows that a big number of respondents agreed that stakeholder's decision making enhances project sustainability. The results also show that a mean of 2.037 and standard deviation of 0.9897 shows that Stakeholders take decision regarding material contribution and a mean of 2.037 and standard deviation of 0.9897 shows that a big number of respondents agreed that stakeholders take decision concerning project monitoring process. The mean of 1.976 and 0.9177 of standard deviation demonstrates that a big number of respondents strongly agreed that stakeholders take decision in providing labor power. The mean of 2.000 and 0.9511 of standard deviation demonstrates that a big number of respondents agreed that stakeholders take decision on identifying material need of the project. The overall mean is 2.008 which tend towards 2 which is agree and it implies that a big number of respondents agreed that stakeholder decision making enhances project sustainability of donor-funded project in Gasabo District.

The results from the conducted interview indicate that over 92.0% of the respondents agreed that stakeholder decision making enhances project sustainability. But, one of the project staffs stated in his own words that: *“Most of the project are not sustainable because some of the stakeholder who are in decision making team does not take decisions basing on the consensus rather the ideas of one influential person in the group, where it is currently known as building on what was already there meaning if there was bad, the new ideas has to be built from the bad foundation. I remember the first time I got into this job, I wanted all us to be perfectionist, I know there is somewhere that perfectionism is not required by at least simple things like being accountable to the work done to ensure that this project can be sustained even if the funds can cease funding us. Thus, I am pretty sure that there some people who are in decision making team who does not merit it. It is always better to take some in a group of people who takes decision when you know he always has where he stands and defend his/ her stand until the right decision is taken”*

Both the qualitative and quantitative results showed that stakeholder decision making enhances project sustainability of donor-funded project and these results are also supported by the findings of Alkire, *et al.*, (2013) whose results showed that women appear playing significant role in decision making process regarding the quantity of output to sell and consume, as well as in decisions on the use of cash from crops, milk and milk products. The same study also showed that 87% of women who were empowered in agriculture felt they could make decisions related to serious health problems, compared to 75% among women who were not empowered in agriculture. The difference in autonomy results was wider: 80% of women who were empowered in agriculture reported autonomy about serious health problems, but only 63% of disempowered women reported this type of autonomy.

**Table 4: Correlation analysis between stakeholder decision making and project sustainability in Gasabo District**

		beneficiary satisfaction	beneficiary ownership	beneficiary continuous progress
Stakeholder decision making	Pearson Correlation	.929**	.950**	.962**
	Sig. (2-tailed)	.000	.000	.000
	N	211	211	211

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

**Source: Primary Data, 2022**

The findings in Table 5 shows that stakeholder decision making and beneficiary satisfaction have ( $r=0.929$  and  $sig=0.00$ ) which is positive and significant. Stakeholder decision making and beneficiary ownership ( $r=0.950$  and  $sig=0.00$ ) which is positive and significant. Stakeholder decision making and beneficiary continuous progress ( $r=.962$  and  $sig=0.00$ ) which is positive and significant. Hence, this implies that stakeholder decision making has a positive and significant relationship with sustainability of skills development project in Gasabo District, Rwanda.

The results of the current research show that stakeholder decision making has a positive and significant relationship with sustainability of skills development project which is supported by the results of the research of Ndegwa (2015) which proved that there is a positive and significant relationship between decision making and sustainability of the project where the Pearson correlation coefficient is 0.800 and calculated significance level which is 0.00 which is less than 0.01 level of significance.

#### **4.3 The relationship between stakeholder consultation and sustainability of skills development project in Gasabo District, Rwanda**

The results of the study under this third objective of the study has concentrated on the relationship between stakeholder consultation in enhancing sustainability of skills development project by help of descriptive statistics and correlation analysis between stakeholder consultation and sustainability of skills development project. The regression analysis was also done to find the relationship between stakeholder involvement and the measure of sustainability (beneficiary satisfaction, ownership and continuous progress) of skills development project in Gasabo District of Rwanda.

**Table 5: Stakeholder consultation and project sustainability of skills development project in Gasabo**

<b>Stakeholder consultation</b>	<b>Mean</b>	<b>Std.</b>
Stakeholders consultation enhances sharing skills	2.004	.948
Stakeholder consultation enhances managerial skills	2.000	.951
Stakeholder consultation promotes communication skills	1.971	.915
Stakeholder consultation increases planning skills	1.990	.951
Stakeholder consultation promotes sharing of information in the project	2.000	.941
Stakeholder consultation identify together the project needs	2.014	.983
Stakeholder consultation give information inputs for project sustainability	1.981	.910
Stakeholder consultation increase interpersonal skills	2.009	.970
Overall mean	1.996	

Key: 1- To very great extent, 2- Great extent, 3- moderate extent, 4- small extent, 5-not sure

**Source: Primary Data, 2022**

The results in Table 6 show a mean of 2.004 and standard deviation of 0.948 which shows that a big number of respondents agreed that stakeholders' consultation enhances sharing skills and a mean of 2.000 and standard deviation of 0.951 demonstrating that a big number of respondents agreed that stakeholder consultation enhances managerial skills. The mean of 1.971 and standard deviation of 0.915 proves that a big number of respondents strongly agreed that stakeholder consultation promotes communication skills and a mean of 1.990 and standard deviation of 0.951 shows that a big number of respondents strongly agreed that stakeholder consultation increases planning skills and the mean of 2.000 and standard deviation of 0.941 shows that stakeholder consultation promotes sharing of information in the project. The results also show that a mean of 2.014 and 0.983 of standard deviation demonstrates that a big number of respondents agreed that stakeholder consultation identify together the project needs. The mean of 1.981 and standard deviation of 0.910 shows that a big number of respondents agreed that stakeholder consultation give information inputs for project sustainability. The mean of 2.009 and 0.970 of standard deviation demonstrates that a big number of respondents agreed that Stakeholder consultation increase interpersonal skills. Hence, since the overall mean is 1.996 means a big number of respondents strongly agreed that stakeholder consultation promote sustainability of skills development project in Gasabo District, Rwanda.

The recent research showed that stakeholder consultation promote sustainability of skills development project and these results are supported by the findings of the research of Mukunga (2012) which showed that project intervention involvement and skills contribution play an important role at rate of 67.8% in collaborative sustainability. The results of the same research also revealed that material giving as part of the involvement in the project led to 32.1% of project ownership.

**Table 6: Correlation analysis between Stakeholder consultation and project sustainability**

		beneficiary satisfaction	beneficiary ownership	beneficiary continuous progress
Stakeholder consultation	Pearson Correlation	.930**	.951**	.963**
	Sig. (2-tailed)	.000	.000	.000
	N	211	211	211

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

**Source: Primary Data, 2022**

The findings in Table 7 shows that stakeholder consultation and beneficiary satisfaction have (r=0.930 and sig=0.00) which is positive and significant. Stakeholder consultation and beneficiary ownership (r=0.951 and sig=0.00) which is positive and significant. Stakeholder consultation and beneficiary continuous progress (r=.963 and sig=0.00) which is positive and significant. Hence, this implies that stakeholder consultation has a positive and significant relationship with sustainability of skills development project in Gasabo District, Rwanda.

The results of the current research proving that stakeholder consultation has a positive and significant relationship with sustainability of skills development project are supported by the results of Peter *et al.*, (2013) who revealed that decision making and sustainability of the project with a significance level of 0.00 and Pearson correlation of 0.781 at 0.01 level of significance has a positive and significant relationship.

**Table 7: Correlation analysis between Stakeholder consultation and project sustainability**

		beneficiary satisfaction	beneficiary ownership	beneficiary continuous progress
Stakeholder empowerment	Pearson Correlation	.928**	.949**	.961**
	Sig. (2-tailed)	.000	.000	.000
	N	211	211	211
Stakeholder decision making	Pearson Correlation	.929**	.950**	.962**
	Sig. (2-tailed)	.000	.000	.000
	N	211	211	211
Stakeholder consultation	Pearson Correlation	.930**	.951**	.963**
	Sig. (2-tailed)	.000	.000	.000
	N	211	211	211

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

**Source: Primary Data, 2022**

The Table 8 proves that stakeholder empowerment and beneficiary satisfaction have (r=0.928 and sig=0.00), stakeholder empowerment and beneficiary ownership (r=0.949 and sig=0.00), stakeholder empowerment and beneficiary continuous progress (r=.961 and sig=0.00), stakeholder decision making and beneficiary satisfaction have (r=0.929 and sig=0.00), stakeholder decision making and beneficiary ownership (r=0.950 and sig=0.00), stakeholder decision making and beneficiary continuous progress (r=.962 and sig=0.00), stakeholder consultation and beneficiary satisfaction have (r=0.930 and sig=0.00), stakeholder



consultation and beneficiary ownership ( $r=0.951$  and  $sig=0.00$ ), stakeholder consultation and beneficiary continuous progress ( $r=.963$  and  $sig=0.00$ ). Thus, since all the calculated p-values ( $r$ ) are positive while the significance level is lesser than 0.01 level of significance ( $<0.01$ ), it implies that stakeholder involvement has a positive and significant relationship with sustainability of skills development project in Gasabo District, Rwanda.

**Table8: Model summary of stakeholder involvement and beneficiary satisfaction**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 <sup>a</sup>	.909	.908	.40946

a. Predictors: (Constant), Stakeholder consultation , Stakeholder empowerment, Stakeholder decision making

**Source: Primary Data, 2022**

The results in Table 9 demonstrated determination coefficient of 0.954, determination square of 0.909, adjusted determination square of 0.908 and standard error of the estimate of 0.40946. Thus, this implies that a unit change in stakeholder involvement predictors such as stakeholder consultation, empowerment and decision making affect progress of 90.8% increase in beneficiary satisfaction in skills development project in Gasabo District of Rwanda.

**Table 9: Analysis of variance (ANOVA) of stakeholder involvement and beneficiary satisfaction**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	348.015	3	116.005	691.903	.000 <sup>b</sup>
1 Residual	34.706	207	.168		
Total	382.720	210			

a. Dependent Variable: beneficiary satisfaction

b. Predictors: Stakeholder consultation , Stakeholder empowerment, Stakeholder decision making

**Source: Primary Data, 2022**

The results in Table 10 demonstrated that the sum of squares (regression of 348.015, residual of 34.706 and total of 382.720), difference of (regression which is 3, residual which is 207 and total of 210) and mean square of regression which is 116.05 and residual of 0.168 with degree of freedom ( $f=691.903$ ) and significance level ( $sig=0.00<0.05$ ) level of significance. Hence, since the calculated level of significance is lesser than the standard level of significance, it implies that the relationship between stakeholder involvement and beneficiary satisfaction is significant.

**Table 10: Regression coefficients of stakeholder involvement and beneficiary satisfaction**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.079	.060		1.302	.194
Stakeholder empowerment	.315	.061	.317	5.171	.000
1 Stakeholder decision making	.324	.061	.326	5.280	.000
Stakeholder consultation	.335	.062	.336	5.395	.000

a. Dependent Variable: beneficiary satisfaction

**Source: Primary Data, 2022**

The results in Table 11 shows that the regression model of  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$  became beneficiary satisfaction which is equal to the constant 0.79 plus the coefficient of determination 0.315 times stakeholder empowerment plus the coefficient of determination 0.324 times stakeholder decision making plus the coefficient of determination 0.335 times stakeholder consultation. The stakeholder empowerment and beneficiary satisfaction has (b=0.315 and sig=0.00), stakeholder decision making and beneficiary satisfaction (b=0.324 and sig=0.00) and stakeholder consultation and beneficiary satisfaction (b=0.335 and sig=0.00) which are positive and significant relationships. Thus, since stakeholder empowerment, decision making and consultation are the predictors of stakeholder involvement, this implies that there is a positive and significant relationship between stakeholder involvement and beneficiary satisfaction in skills development project of Gasabo District in Rwanda.

**Table 11: Model summary of stakeholder involvement and beneficiary ownership**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975 <sup>a</sup>	.951	.951	.30105

a. Predictors: (Constant), Stakeholder consultation , Stakeholder empowerment, Stakeholder decision making

**Source: Primary Data, 2022**

The results in Table 12 demonstrated determination coefficient of 0.975, determination square of 0.951, adjusted determination square of 0.951 and standard error of the estimate of 0.30105. Thus, this implies that a unit change in stakeholder involvement predictors such as stakeholder consultation, empowerment and decision making affect progress of 95.1% increase in beneficiary ownership of skills development project in Gasabo District of Rwanda.

**Table 12: Analysis of variance (ANOVA) of stakeholder involvement and beneficiary ownership**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	367.789	3	122.596	1352.670	.000 <sup>b</sup>
1 Residual	18.761	207	.091		
Total	386.550	210			

a. Dependent Variable: beneficiary ownership

b. Predictors: (Constant), Stakeholder consultation , Stakeholder empowerment, Stakeholder decision making

**Source: Primary Data, 2022**

The results in Table 13 demonstrated that the sum of squares (regression of 367.789, residual of 18.761 and total of 386.550), difference of (regression which is 3, residual which is 207 and total of 210) and mean square of regression which is 122.596 and residual of 0.091 with degree of freedom (f=1352.670) and significance level (sig=0.00<0.05) level of significance. Hence, since the calculated level of significance is lesser than the standard level of significance, it implies that the relationship between stakeholder involvement and beneficiary ownership is significant.

**Table 13: Regression coefficients of stakeholder involvement and beneficiary ownership**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.029	.044		.663	.508
Stakeholder empowerment	.324	.045	.325	7.233	.000
Stakeholder decision making	.334	.045	.334	7.382	.000
Stakeholder consultation	.344	.046	.343	7.540	.000

a. Dependent Variable: beneficiary ownership

**Source: Primary Data, 2022**

The results in Table 14 shows that the regression model of  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$  became beneficiary ownership which is equal to the constant 0.29 plus the coefficient of determination 0.324 times stakeholder empowerment plus the coefficient of determination 0.334 times stakeholder decision making plus the coefficient of determination 0.344 times stakeholder consultation. The stakeholder empowerment and beneficiary ownership has (b=0.324 and sig=0.00), stakeholder decision making and beneficiary ownership (b=0.334 and sig=0.00) and stakeholder consultation and beneficiary ownership (b=0.344 and sig=0.00) which are positive and significant relationships. Thus, since stakeholder empowerment, decision making and consultation are the predictors of stakeholder involvement, this implies that there is a positive and significant relationship between stakeholder involvement and beneficiary ownership of skills development project of Gasabo District in Rwanda.

**Table14: Model summary of stakeholder involvement and beneficiary continuous progress**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988 <sup>a</sup>	.976	.975	.21368

a. Predictors: (Constant), Stakeholder consultation , Stakeholder empowerment, Stakeholder decision making

**Source: Primary Data, 2022**

The results in Table 15 demonstrated determination coefficient of 0.988, determination square of 0.976, adjusted determination square of 0.975 and standard error of the estimate of 0.21368. Thus, this implies that a unit change in stakeholder involvement predictors such as stakeholder consultation, empowerment and decision making affect progress of 97.6% increase in beneficiary continuous progress in skills development project in Gasano District of Rwanda.

**Table 15: Analysis of variance (ANOVA) of stakeholder involvement and beneficiary continuous progress**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	376.871	3	125.624	2751.362	.000 <sup>b</sup>
1 Residual	9.451	207	.046		
Total	386.322	210			

a. Dependent Variable: beneficiary continuous progress

b. Predictors: (Constant), Stakeholder consultation , Stakeholder empowerment, Stakeholder decision making

**Source: Primary Data, 2022**

The results in Table 16 demonstrated that the sum of squares (regression of 376.871, residual of 9.451 and total of 386.322), difference of (regression which is 3, residual which is 207 and total of 210) and mean square of regression which is 125.624 and residual of 0.046 with degree of freedom (f=2751.362) and significance level (sig=0.00<0.05) level of significance. Hence, since the calculated level of significance is lesser than the standard level of significance, it implies that the relationship between stakeholder involvement and beneficiary continuous progress is significant.

**Table 16: Regression coefficients of stakeholder involvement and beneficiary continuous progress**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.013	.032		.412	.681
Stakeholder empowerment	.328	.032	.329	10.324	.000
1 Stakeholder decision making	.338	.032	.338	10.528	.000
Stakeholder consultation	.348	.032	.347	10.746	.000

a. Dependent Variable: beneficiary continuous progress

**Source: Primary Data, 2022**

The results in Table 17 shows that the regression model of  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$  became beneficiary continuous progress which is equal to the constant 0.13 plus the coefficient of determination 0.328 times stakeholder empowerment plus the coefficient of determination 0.338 times stakeholder decision making plus the coefficient of determination 0.348 times stakeholder consultation. The stakeholder empowerment and beneficiary continuous progress has (b=0.328 and sig=0.00), stakeholder decision making and beneficiary continuous progress (b=0.338 and sig=0.00) and stakeholder consultation and beneficiary continuous progress (b=0.348 and sig=0.00) which are positive and significant relationships. Thus, since stakeholder empowerment, decision making and consultation are the predictors of stakeholder involvement, this implies that there is a positive and significant relationship between stakeholder involvement and beneficiary continuous progress in skills development project of Gasabo District in Rwanda.

### 4.3 Discussion of results

The results of the first objective regarding stakeholder empowerment and sustainability of skills development project revealed that a big number of respondents agreed that stakeholder empowerment promote sustainability of skills development project by the overall mean of 2.009 and these results also supported by the results of Kimengsi *et al.*, (2016) who stated that community empowerment is measured by three constructs which are community participation, community access to information and community capacity building where it affects sharing of knowledge, valuing community and community leadership to increase sustainability of the project.

The correlation results of the same second objective proving that stakeholder empowerment has a positive and significant relationship with measures of (beneficiary satisfaction has  $r=0.928$ , beneficiary ownership has  $r=0.949$ , beneficiary continuous progress has  $r=.961$  and  $\text{sig}=0.00$ ) sustainability of skills development project which are supported by the results of Ahmad and Abu (2015) who found that the mean, standard deviation and alpha score for capacity building of community are 58.256, 12.998 and 0.751 while the mean, standard deviation and alpha score for participation of community are 41.596, 14.444 and 0.847 and the mean, standard deviation and alpha for sustainability are 52.638, 16.285 and 0.736 respectively which implies that community empowerment has an effect on the sustainability of the project.

The results of the second objective regarding stakeholder decision making and sustainability of skills development project showed that an overall mean of 2.008 implies that a big number of respondents agreed that stakeholder decision making enhances project sustainability of donor-funded project and the results are also supported by correlation analysis results which showed that stakeholder decision making and beneficiary satisfaction have ( $r=0.929$  and  $\text{sig}=0.00$ ), with beneficiary ownership ( $r=0.950$  and  $\text{sig}=0.00$ ) and with beneficiary continuous progress ( $r=.962$  and  $\text{sig}=0.00$ ) which implies that stakeholder decision making has a positive and significant relationship with sustainability of skills development project. These results are supported by the results of the research of Ndegwa, (2015) which proved that there is a positive and significant relationship between decision making and sustainability of the project where the Pearson correlation coefficient is 0.800 and calculated significance level which is 0.00 which is less than 0.01 level of significance.

Therefore, the results of the third objective regarding stakeholder consultation and sustainability of skills development project showed an overall mean of 1.996 which implies that a big number of respondents strongly agreed that stakeholder consultation promote sustainability of skills development project and these results are supported by correlation results showing that stakeholder consultation and beneficiary satisfaction have ( $r=0.930$  and  $\text{sig}=0.00$ ), with beneficiary ownership ( $r=0.951$  and  $\text{sig}=0.00$ ), and with beneficiary continuous progress ( $r=.963$  and  $\text{sig}=0.00$ ) which implies that stakeholder consultation has a positive and significant relationship with sustainability of skills development project and they are supported by the results of Peter *et al.*, (2013) who revealed that decision making and sustainability of the project with a significance level of 0.00 and Pearson correlation of 0.781 at 0.01 level of significance has a positive and significant relationship.

## 5.1 Conclusion

In conclusion, the results of the first objective regarding stakeholder empowerment and sustainability of skills development project revealed that a big number of respondents agreed that stakeholder empowerment promote sustainability of skills development project by the overall mean of 2.009 and the correlation results proving that stakeholder empowerment has a positive and significant relationship with measures of (beneficiary satisfaction has  $r=0.928$ , beneficiary ownership has  $r=0.949$ , beneficiary continuous progress has  $r=.961$  and  $\text{sig}=0.00$ ) sustainability of skills development project in Gasabo District, Rwanda.

The results of the second objective regarding stakeholder decision making and sustainability of skills development project showed that an overall mean of 2.008 implies that a big number of respondents agreed that stakeholder decision making enhances project sustainability of donor-funded project and the results are also supported by correlation analysis results which showed that stakeholder decision making and beneficiary satisfaction have ( $r=0.929$  and  $\text{sig}=0.00$ ), with beneficiary ownership ( $r=0.950$  and  $\text{sig}=0.00$ ) and with beneficiary continuous progress ( $r=.962$  and  $\text{sig}=0.00$ ) which implies that stakeholder decision making has a positive and significant relationship with sustainability of skills development project in Gasabo District, Rwanda.

Therefore, the results of the third objective regarding stakeholder consultation and sustainability of skills development project showed an overall mean of 1.996 which implies that a big number of respondents strongly agreed that stakeholder consultation promote sustainability of skills development project and these results are supported by correlation results showing that stakeholder consultation and beneficiary satisfaction have ( $r=0.930$  and  $\text{sig}=0.00$ ), with beneficiary ownership ( $r=0.951$  and  $\text{sig}=0.00$ ), and with beneficiary continuous progress ( $r=.963$  and  $\text{sig}=0.00$ ) which implies that stakeholder consultation has a positive and significant relationship with sustainability of skills development project in Gasabo District, Rwanda.

## 5.2 Recommendations

Basing on the results of the study, the researcher would like to recommend increasing level of involvement of the skills development project stakeholders in activities in order to support back their welfare and the project in general in order to enhance sustainability of the project. The participation of beneficiaries should not only be limited in consultation and in decision making rather should be also involved in implementation and provision of the support that they can afford to the project such as participating actively in activities that required provision of labor or other contribution in order to develop the spirit of self-reliance and ownership of the project that enhances sustainability of the project.

Basing on the results of this research, the researcher would like also to recommend to the project staffs, beneficiaries of the project and other stakeholders to promote sustainability of the project through training the beneficiaries how they can conduct certain activities and tasks so that when the funds get withdrawn the project should not face challenge rather support the survival of their project activities in case of fund withdraw hence sustainability of the project.

The researcher would like to recommend to the project donors and other funders to promote sustainability of the project through funding the project activities on time and make follow ups to ensure that the staffs of the project has conducted the project activities with the

budgeted schedule, with maximum quality to enhance budgetary performance which helps the project to keep being sustainable.

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