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**Mr. Alexis Ndayizeye & Dr. Paul Munene**

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# Stakeholder Participation and Performance of Funded Project in Rwanda: A Case of Aveh Umurerwa Project in Bugesera District

1\*Mr. Alexis Ndayizeye & Dr. Paul Munene

<sup>1</sup>School of Business and Economics, Master of Business Administration (MBA), Project Management, Mount Kenya University, Kigali, Rwanda

<sup>2</sup>Mount Kenya University, Kigali, Rwanda

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## Abstract

The main purpose of this study was to examine the role of stakeholder participation in project performance of funded project in Rwanda. The specific objectives of the study were based on assessing the role of consultative planning, collective implementation and joint monitoring and project performance of AVEH Umurerwa project in Bugesera District of Rwanda. The study target population was 251 people in which 188 respondents were drawn as a sample size of the study in AVEH Umurerwa project in Bugesera District of Rwanda. The researcher used descriptive research design with a mixed approach of qualitative and quantitative data. Thus, the study used the questionnaires and interview guides to collect data from the field. The stratified random sampling technique was used to ensure that all the stakeholders of the funded project are selected with the equal chance to participate in the study as from each group of the respondents. The results of the first objective revealed that consultative planning plays a significant and a positive role on performance of funded project in Rwanda since the descriptive results shown 1.621 overall mean and the Pearson correlation results confirmed that there is a positive and significant relationship between consultative planning and quality performance ( $r=0.712$  and  $sig=0.00<0.01$ ), budgetary performance ( $r=0.717$  and  $sig=0.00<0.01$ ), and schedule performance ( $r=0.783$  and  $sig=0.00<0.01$ ) which implies that there is positive and significant relationship between consultative planning and performance of funded projects in Rwanda. The results of the second objective revealed that collective implementation plays a significant and a positive effect on performance of funded project in Rwanda since the descriptive results shown 1.324 of overall mean; when Pearson correlation results proved a positive and significant relationship between collective implementation and budgetary performance ( $r=0.647$  and  $sig=0.00<0.01$ ), schedule performance ( $r=0.639$  and  $sig=0.00<0.01$ ), and quality performance ( $r=0.696$  and  $sig=0.00<0.01$ ) which implies that collective implementation has a positive and significant relationship with performance of funded projects in Rwanda. Lastly, the results of the third objective revealed that a big number of respondents strongly agreed that joint monitoring plays a significant role in performance which is also supported by the correlation results which revealed that joint

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monitoring and budgetary performance has ( $r=0.650$  and  $\text{sig}=0.00<0.01$ ), schedule performance has ( $r=0.644$  and  $\text{sig}=0.00<0.01$ ), and quality performance has ( $r= 0.705$  and  $\text{sig}=0.00<0.01$ ) which implies that there is positive and significant relationship between joint monitoring and performance of funded projects in Rwanda. Thus, basing on the results the researcher concluded that stakeholder participation plays a significant and positive role in performance of funded project in Rwanda.

**Keywords:** *Stakeholder Participation, Performance of Funded Projects, Rwanda*

## 1. Introduction

The projects conducted in less developed countries give excuses regarding the issues concerning lack of stakeholder participation which leads to the failure of the project due the incompetence of the stakeholders, incapacities and illiteracy (Tiffow, 2013). Among the reasons attributed to these failures is the failure to involve stakeholders in those projects. Despite wide range of knowledge on project planning and management, project failure is still reported (ICAD, 2010). Stakeholders expect to be involved in decision making process within the project cycle. However, this is not the case as complains of exclusion are still reported. The literatures also asserted that the participation of local people in project concerning their development is of crucial importance because the targeted individuals integrated in the project enhance project performance. Thus, project performance involves factors such as socioeconomic and cultural aspects and conducive to respond to the stakeholder participation positively. Thus, this is so because the project stakeholders are not the mere partners because they are fully influenced or influence the project activities.

The citizen participation and inclusiveness stood at 76.48 % in Rwanda as per the Rwanda Governance Score Card in 2016. The reports have also indicated that the citizen participation in districts budgets stood at 21.8%, participation in district action plan preparation stood at 39.8 while participation in decision making process was at 48.4% which was still on lower level of involving citizen in their own developmental programs. However, this situation is worst when it goes to external funds where the participation is only centered on the identification of the stakeholders with less mobilization of all the members of the community. Thus, the participation of the people in funded project is very limited and has severe consequences on the community (Rwanda Governance Review, 2018).

The government funded projects have experience severe losses and failures due to lack of participation of the people who are concerned with the project where the mainly affect project where the energy project (Karuhanaga, 2011); the EWSA projects (Christophe & Theoneste, 2015); and the housing project (Harelimana, 2017). Since, the less or lack of participation of the concerned people in their projects has limited its opportunities to success. Despite, the on hand problem that limited the performance of funded projects due to lack of stakeholder participation. There is also a knowledge gap, where there are very few studies conducted in this field while none of them has concentrated on stakeholder participation in sense of consultative planning, collective implementation and joint monitoring or even on performance of funded project in the sense of budget, schedule or quality performance. It is against this regard the research wants to examine the role of stakeholder participation on project performance in funded project in Rwanda with specific reference of AVEH Umurerwa project in Rwanda.

## 1.1 Objectives of the study

### 1.1.1 General objective

The general objective of the study was to examine the role of the stakeholder participation on performance of funded project in Rwanda with a case of AVEH Umurerwa project in Bugesera District of Rwanda.

### 1.1.2 Specific Objectives

- (i) To assess the role of consultative planning on performance of funded projects in Rwanda.
- (ii) To evaluate the role of collective implementation on performance of funded projects in Rwanda
- (iii) To examine the relationship of joint monitoring on performance of funded projects in Rwanda.

### 1.1.3 Research Hypotheses

H01: There is no significant role of consultative planning on performance of funded projects in Rwanda;

H02: Collective implementation has no significant role on the performance of funded projects in Rwanda

H03: Joint monitoring has no significant relationship with performance of funded projects in Rwanda.

## 2.1 Empirical Literature Review

### 2.1.1 Consultative planning and performance of funded projects

Muniu, Gakuu, and Rambo (2018) asserted that community participation in resource mobilization and sustainability of community water projects in Kenya. The study adopted a mixed method research approach to carry out cross sectional, correlation and descriptive survey. The choice of mixed approach allowed for both descriptive and inferential methods in data collection, analysis and interpretation. The target population for this study was beneficiaries of water projects in three Sub Counties of Nyeri County. The Sub Counties had a total of 10 water projects with 1052 beneficiaries. The study picked respondents from three strata that included water project beneficiaries, focus group discussion groups and water project officers. Respondents in the first stratum were picked using systematic random sampling in which 290 were picked and of 290 contacted respondents 207 positively responded to a survey questionnaire representing 71.38 percent successful return rate. The study established a moderate correlation between participation in resource mobilization and sustainability of community water projects. The study also established a significant independent influence at ( $p < 0.000$ ) of participation in resource mobilization due to collective planning to enhance sustainability of community water projects at 5% level of significance. The study recommends that community should be involved in mobilization of project resources in order to enhance sustainability of community water projects.

The research of Clarkson *et al.*, (2015) studied the Stakeholder framework for analyzing and evaluating corporate social performance. The study approach was a consultation workshop, 12 adults with learning disabilities were asked to rank the perceived importance of eight needs-related outcomes. Directors of Adult Social Care completed an online questionnaire concerning the distribution of resources across the same eight outcomes. Actual resource allocation data from 11 local authorities were also modeled against these outcomes. A variable importance metric (the percentage contribution of each outcome to predicting costs) was used to rank the importance of these outcomes in terms of determining actual resource

allocation. Findings from these data collections were compared. The study found that involving project stakeholders includes involving them in planning for capacity either by direct recipients or non-direct and contribute key part in making sure there is performance of the intervention.

Di Maddaloni, and Davis (2018) carried out study on Project manager's perception of the local communities' stakeholder in megaprojects in the UK. The study based on an exploratory study conducted in the UK using thematic and cluster analysis, this paper investigates how the local communities' stakeholder is perceived, defined and categorized by project managers in major public infrastructure and construction projects (MPIC), and how their participation could improve the performance of these projects. Due to the perceived benefits shortfall of MPIC, well organized actions from 'secondary stakeholder' groups have led to delays, cost overruns. The study found that stakeholder consultation does not only concern one specific project area, but several, being applied widely in different kinds of projects to increase their performances. The study recommend one important area of applying consultative planning in mega-projects, be it public or private; to increase stakeholders participation which can improve the results and impact of projects for people and places.

### **2.1.2 Collective implementation and performance of funded projects**

Aaltonen (2011) studied Project stakeholder analysis as an environmental interpretation process. The study found that for the intervention to be successful there is need to attribute performance in a multidimensional way, like cultural, economic, social and environmental flagship must be in consideration while designing a project and undertaking a reporting exercise and involving community must be integrated as portion of the corporation that needs to keep the performance of program. The collective project planning and implementation leads to power gap amongst the stakeholders that are involved; reaching consensus becomes difficult at suitable moment given that different categories of project key players are in part depending on the schedule performance and the economic capabilities of stakeholders.

In the study by Temba (2015) on the role of stakeholder's participation on sustainability of funded project. The study used cross sectional descriptive research design was used with a sample size of 70 stakeholders. Being a qualitative study, data were analyzed through content analysis and SPSS version 16.0. The study found that in order for stakeholders' participation to be effective in promoting performance of funded projects it should be initiated from the beginning of the project. The study also found that the major role of stakeholders' participation in funded projects was mainly in the form of resource mobilization, collaboration and partnership, material contribution, collective implementation and citizen control.

Isham and Kahkonen (2012) studied institutional determinants of the impact of community-based water services from Sri Lanka and India. The study found that where households participated in any way the projects performed well. Ensuring transparency regarding individual household contributions towards the project contributed to a decrease in the habit of joy riding by some community members. In his study on the impact of beneficiary involvement on projects,

Khwaja, (2014) studied on how increasing community participation always a good thing in projects within the northern part of Parkistan and found out that community participation is

not always beneficial. He found that it was valuable in non-technical issues but not in technical matters. He generally found that collective implementation of the project stakeholders affect the beneficiary involvement, in particular cash and in kind contribution led to sustainable projects.

### 2.1.3 Joint monitoring and performance of funded projects

Gonzalez *et al.*, (2018) conducted study on the influence of multi-stakeholder collaboration on project Performance in Mexico. The study looked at multi-stakeholders' collaboration are defined as: partnerships, resource sharing, resource pooling and mobility-as-a-Service systems. The study used of surveys, but also a focus on data-driven techniques. The study found that participants assume their role is to contribute to provision of local resources in solving the problems and to be receptive and attentive to the suggestions of the proponents to enhance project monitoring for the performance of the project. Thus, concerning this research that is looking into the stakeholder participation and performance of the project, the researcher proposes to research about influence of involving stakeholders in planning that positive affect performance of the project. The study recommends that project players should be engaged in entire phases of project planning, implementation and monitoring with control over the resources and decision-making. In project planning, both internal and the external agents have assumed their role as teaching the participants the solutions to their problems and then the stakeholder contribute in terms of resources to sustain the project.

Hofisi and Chizimba (2013) studied the sustainability of donor funded projects in Malawi. The study was conducted against the background of unsustainability of donor funded projects in Malawi. The three selected projects were reviewed based on the development approaches which they promoted in their implementation of the development projects. The study found that the project performance is confirmed to exist, if it has only been designed with a phase out plan or if the performance is to be realized, the project must involve the public, should keep building capabilities of decentralized governments for them to establish effective delivery of intervention results. To attain this, functioning in close collaboration and/or cooperation should not be a choice but rather an imperative to every project. Findings of the research suggested that, the community necessitates being completely aware of the intervention phase out plan. The research placed much emphasis on the participation of the community but it also importantly put focus on sharing information, whereas for the successfulness of the project, the community should be implicated in all phases of project cycle including in the design up to the exit strategy in order to sustain and reinforce the project impact.

A research on how important it is to involve public in an ongoing construction of school in Tanzania was conducted by Mnarana (2010). The study findings indicated that for an intervention or project to show successfulness, there is an important role played by collaborative participation as it has always been understood as dynamic self. In this regard, the research revealed that, participation through provision of materials appeared to be key in coming to project proprietorship, hence project performance. In addition, the study emphasized on the significance as well as worth of know-how in the case people in the community themselves also had been made capable in the process of inheriting the project implementation even in minor actions. The research suggested the importance of collective project planning given that it allows people make joint decisions regarding matters that relate to their economic and social development.

## 2.2 Research gap

The empirical literatures have shown that there is still a huge knowledge gap in this field of stakeholder participation and project performance because most of the studies conducted in this field have given less attention the significance of budgetary performance, schedule performance and quality performance as the part of project performance that is enhanced by the stakeholder Participation. For instance the study of Clarkson (2015) on the role of stakeholders' participation in project management has proven that stakeholders' Participation ensures planning for budgetary performance. However, this study has given less attention to relationship between stakeholder participation and the performance of the project.

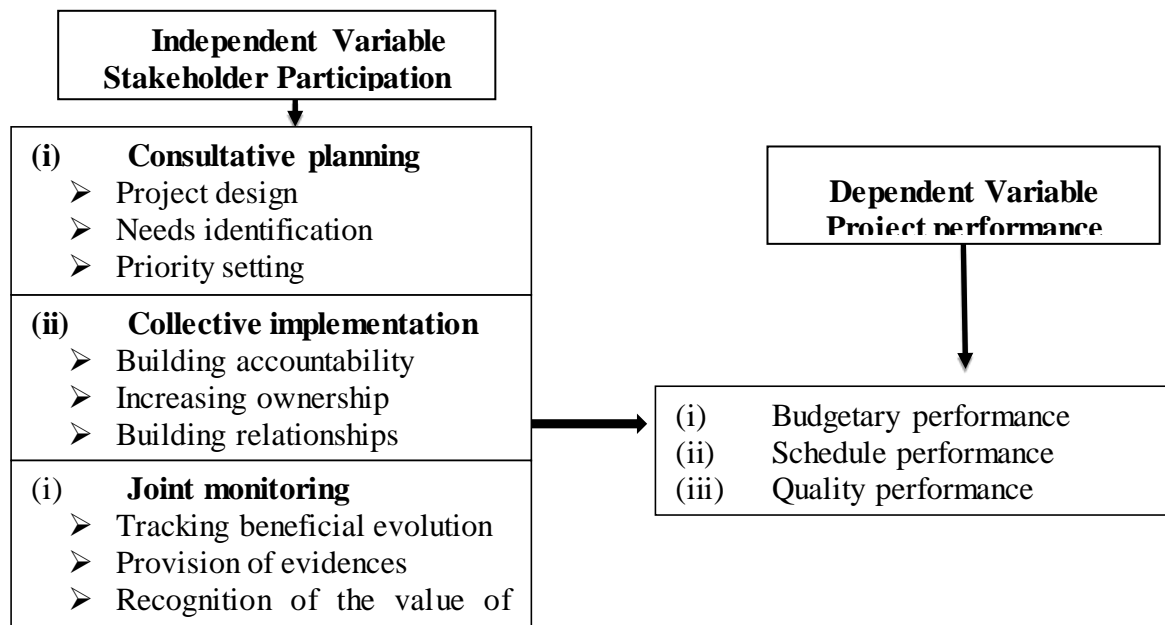
Another study conducted by Gonzalez (2018) in Mexico on the effect of multi-stakeholder collaboration on project performance revealed that that provision of local resources by stakeholder enhance project performance, it also indicates that stakeholders enhance project performance; it also indicates that stakeholders enhance project monitoring for the project performance. However, this study of Gonzalez did not consider participation of stakeholders in the process of planning, implement and joint project monitoring.

The study conducted in Tanzania by Mnarana (2010) on the importance of community participation in ongoing construction of school project in Tanzania proved that community get involved by providing material and collaborate to ensure ownership of the project. However, this study have given less attention project performance which is well known by its performance criteria of budgetary, quality and schedule performance which form the specificity of this study.

In the study conducted by Christophe and Theoneste (2015) on the direct participation of project stakeholders and project performance in EWSA, the findings have shown that the participation of EWSA staff, experts, management and local people on project planning have led to a great performance of modern water supply company and forming network between experts of EWSA and Hamburg Wasser which led to improved performance due to increased Participation of all stakeholders. However, all the previous studies have ignored the relation that exists between stakeholder participation and project performance. Thus, it is in this context there is need to conduct a research that aims at the examination of the relationship that exists between stakeholder's participation in the project and performance of that project.

## 2.3 Conceptual Framework

The Conceptualizing a framework refers to a diagram that demonstrate the relation existing between the study variables. In this case, this conceptualized framework shows how related is the independent variable known here as participation of stakeholder and dependent variable known as project performance.



**Figure 1: Conceptual Framework**  
 Source: Researcher, 2022

Figure 1 indicates the relationship between stakeholder’s participation as an independent variable dignified in terms of consultative planning, collective implementation and joint monitoring; and project performance as a dependent variable measured in terms of budgetary performance, schedule performance and quality performance.

Differentiation of stakeholder participation predictors such as consultative planning are considered because it has a meaning of having a shared understanding on involving stakeholders at the early stage of the project decision-making process. This is relevant for this study because stakeholders’ participation orients to the empowerment and mutual appropriation of the project. Thus, to raise stakeholder participation, the consultative planning moves to negotiations and ends with joint decisions that on one hand influences the joint monitoring in the project activities and funds. Another predictor is collective implementation that refers to the process whereby development has been acknowledged by financiers as well as significance of having stakeholders participating in execution of activities collectively and observing results. The third predictor is joint monitoring which ensures that any issues picked from the project execution are addressed so that they do not become unmanageable and corrective actions are taken before it is too late.

The dependent variable presented as project performance is measured in terms of budgetary performance as the key to obtain strengthen and maintain the capabilities to set and achieve their own development targets. Budgetary performance also strengthens confidence, knowledge, skills and resources of project stakeholders which may enhance the ability of stakeholders to run other projects that generates income even beyond the current support. The quality performance is another measure of project performance where the extent the stakeholders of the project are satisfied with the quality of services, supports and products that they get from the project enhance the ownership of the project activities and thus enhance project performance and the schedule performance as another measure.



### 3. Materials and Methods

The researcher used descriptive research design with a mixed approach of qualitative and quantitative data to collect the information concerning the specific objectives of the study. The descriptive statistic and inferential statistics were used in this study to explain the role of stakeholder participation in enhancing performance of the AVEH Umurerwa project. Schuman (2004) viewed the descriptive research design as the techniques that help to collect the information regarding the questions of what, when, who and how that are associated to a particular situation that is analyzed by the study. Thus, this study has 251 people from AVEH Umurerwa project who were involved in it as targeted population. This number of the targeted population is made by the stakeholder of AVEH Umurerwa project including the beneficiaries and project staffs. To determine the sample size of this study the researcher used the Krejcie and Morgan (1970) table where 251 people corresponding to 188 respondents.

The simple random sampling technique and census sampling method was used in this study to select 188 respondents from 251 people targeted in this study. Thus, the 113 respondents who are beneficiaries were selected using simple random as the people who have equal chance to participate in this study as they were randomly selected from 176 beneficiaries and trained individuals, the same number of the targeted 12 project staff were used as they are fewer and reasonable number to be applied in this study per census method. The researcher used the questionnaire to collect data from 176 respondents who are the heads of families of beneficiaries of the project and trained individuals. Thus, the questionnaire had three parts where the part one comprised the socio-demographic characteristics of the respondents; the second part focused on the Likert scale questions of 5 point concerning stakeholder participation predictors while the third part focused on the Likert scale of 5 point that concerns the performance of AVEH Umurerwa project. During the data collection process the questionnaire was self-administered so that no questionnaire gets lost and the questions were all closed questions to facilitate the respondents to tick on the appropriate statement.

The researcher also conducted the interview guide to 12 respondents who are project staff. The researcher gave to the respondents the questions that are related to the one of questionnaire in an open manner so that the respondents had chance to give their perceptions and views the way they understand them in regard to stakeholders participation and performance of AVEH Umurerwa project. Thus, the interview gave more detailed information and their provided information were recorded and analyzed into passages that were reported in the research findings. The researcher distributed the questionnaire to the 176 respondents during actual data collection process and the data provided were cleansed and coded for further processing in SPSS version 21. To ensure that one questionnaire is lost during the process of data collection the researcher self-administered his questionnaire together with one data collector who facilitated in data collection process. The interview schedule data were collected through interviews that were conducted by the researcher himself. The collected data from the interview were cleansed and coded and thematically analyzed and presented in the form of passages and narratives in the study.

The quantitative data collected were analyzed by the help of the SPSS version 21 through descriptive statistics that were having part of the mean, standard deviation and the frequencies as well as percentages. The inferential statistics focused on finding the relationship between stakeholder participation and performance of AVEH Umurerwa project by both the Pearson correlation analysis and the regression analysis with the model of  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$  where the  $\beta$ 's are the coefficients of determination while the  $X$ 's

are the predictors of stakeholder participation which are consultative planning, collective implementation and joint monitoring. The analyzed data were presented in the form of diagrams and tables where the diagrams or figures were interpreted and discussed with the findings of the previous studies in the same field of stakeholder participation and project performance. The data presented in the form of tables were also discussed with the same previous studies. The Likert Scale findings were used to take decision or make conclusion on the analyzed information. For the qualitative data, the results were analyzed thematically to produce narratives concerning stakeholder participation and performance of funded projects specifically in AVEH umurerwa project.

#### 4. Research Findings and discussion

##### 4.1 The role of consultative planning on performance of funded projects in Rwanda

The results of the study concerning the role of consultative planning on performance of funded projects as the first objective of the study has concentrated on statement showing how the respondents participated in consultative planning through designing the project, identifying needs, setting priorities, defining roles and responsibilities, performing informed consultation and participation in action plans where the perceptions of the respondents were scaled using 5 points of Likert Scale where 1 represents to a very great extent, 2 to great extent, 3 to moderate extent, 4 to small extent, and 5 as not sure. In this part of the study the researcher also evaluated performance of funded projects as dependent variable before analyzing the relationship consultative planning and performance of funded projects.

**Table 1: Consultative Planning**

Consultative planning	5	4	3	2	1	Mean	SD
Participation in project design for effective consultative planning	5(2.7%)	6(3.2%)	19(10.1%)	74(39.4%)	84(44.7%)	1.797	.937
identification of the needs of the project as part of consultative planning	1(.5%)	9(4.8%)	18(9.6%)	65(34.6%)	95(50.5%)	1.702	.869
Priority setting as part of consultative planning	1(.5%)	1(.5%)	11(5.9%)	43(22.9%)	132(70.2%)	1.383	.671
Defining the roles and responsibilities of stakeholders as part of consultative planning	3(1.6%)	13(6.9%)	39(20.7%)	61(32.4%)	72(38.3%)	2.010	1.007
Informed consultation for effective planning	3(1.6%)	6(3.2%)	7(3.7%)	56(29.8%)	116(61.7%)	1.531	.842
Preparation of action plans as part of consultative planning	1(.5%)	2(1.1%)	5(2.7%)	37(19.7%)	143(76.1%)	1.303	.627
Overall Mean						1.621	

**Source: Primary Data, 2022**

The results of the study in Table 1 show that a mean of 1.797 and standard deviation (SD) of 0.937 with 84(44.7%) of the respondents asserted that they participated in project design to a very great extent. The mean of 1.702 and SD of 0.869 with 95(50.5%) of respondents asserted that they identified the needs of the project as part of consultative planning to a very great extent. The mean of 1.383 and SD of 0.671 with 132 (70.2%) of the respondents asserted that they set priorities of the project as part of consultative planning to a very great extent. The mean of 2.010 and SD of 1.007 with 72(38.3%) of respondents asserted they defined roles and responsibilities of stakeholders as part of consultative planning to a very great extent.

The mean of 1.531 and SD of 0.842 with 116 (61.7%) of respondents stipulated that they participated in informed consultation for effective planning to a very great extent. the mean of 1.303 and SD of 0.627 with 143(76.1%) of respondents asserted that they participated in preparation of action plans as part of consultative planning to a very great extent. The overall mean of 1.621 tends to 1 which is the highest score of to a very great extent which implies that consultative planning is applied to a very great extent to ensure performance of AVEH Umurerwa project in Bugesera District, Rwanda.

In the interview conducted on 12 January 2021 with one of the project staff at AVEH who first joined the project as the guardian of the beneficiary of the project who have disability. He stated in his own word: *“The first time I came here with my elder brother’s son who has the issues of disability, I started the volunteering work in this project as the cleaner and no one who knew I had a degree so through consultative planning, the argumentations and suggestions that I have given the project staffs include the president of the project got curious of which level of education I have. Thus, to me I don’t see consultative planning as tool to enhance project performance but as a tool to increase the awareness of the stakeholders in the project and the opportunity given to stakeholders to demonstrate the knowledge and skills to can promote project performance”*.

Basing on both quantitative and qualitative results of the study, it seems that consultative planning is applied in AVEH project to a very great extent which enhance project performance and these results are also supported by the results of the study of Clarkson *et al.*, (2015) which found that involving project stakeholders in the planning for their capacities either by direct recipients or non-direct contribute to improvement of key part of the project by making progress of intervention performance. Hence, the both results of the current study and the previous one are supportive to each other which implies that the results is true that consultative planning affect performance of project to a very great extent.

**Table 2: Budgetary performance in AVEH Umurerwa project**

Budgetary performance	5	4	3	2	1	Mean	Std.
Strengths the empowerment of families of handicapped children	1(.5%)	1(.5%)	3(1.6%)	35(18.6%)	148(78.7%)	1.255	.565
Enhances the skills and confidence of the families of handicapped children	1(.5%)	3(1.6%)	14(7.4%)	51(27.1%)	119(63.3%)	1.489	.749
Strengthens the ability of the project beneficiaries	1(.5%)	1(.5%)	3(1.6%)	38(20.2%)	145(77.1%)	1.271	.571
Encourages the beneficiaries to take actions against their challenges	1(.5%)	1(.5%)	3(1.6%)	34(18.1%)	149(79.3%)	1.250	.562
Encourages to take informed decisions in the project	1(.5%)	2(1.1%)	5(2.7%)	35(18.6%)	145(77.1%)	1.292	.624
Overall mean						1.311	

**Source: Primary Data, 2022**

The results of the study in Table 2 showed that mean of 1.255 and SD of 0.565 with 148(78.7%) of the respondents asserted that budgetary performance strengthens empowerment of families of handicapped children to a very great extent. The mean of 1.489

and SD of 0.749 with 119(63.3%) of respondents asserted that budgetary performance enhances the skills and confidence of the families of handicapped children to a very great extent. The mean of 1.271 and SD of 0.571 with 145(77.1%) of the respondents asserted that budgetary performance strengthens the ability of the project beneficiaries to a very great extent.

The mean of 1.250 and SD of 0.562 with 149(79.3%) of respondents asserted budgetary performance encourages the beneficiaries to take actions against their challenges to a very great extent. The mean of 1.292 and SD of 0.624 with 145(77.1%) of respondents stipulated that budgetary performance encourages to take informed decisions in the project to a very great extent. The overall mean of 1.311 tends to 1 which is the highest score of to a very great extent which implies that budgetary performance is achieved to a very great extent in AVEH Umurerwa project in Bugesera District, Rwanda.

In an interview conducted on 13<sup>th</sup> January 2022 at zoom with one of the project management team. She stipulated in her own word that: *“The project has also been affected by the pandemic of Covid-19 as any other projects around the world, but though there are some activities that were delayed due to limited resources and the funds that came late due to the Covid-19 disruptions, the project is currently performing very well in terms of budgetary, quality and timely performance”*.

The current results of the study have revealed that budgetary performance is achieved to a very great extent. Thus, these results of the study are supported by the previous research of Di Maddaloni and Davis (2018) found that stakeholder consultation does not only concern one specific project area, but several areas which promotes budgetary performance to a great extent in the project being applied widely in different kinds of project to increase their performances.

**Table 3: Schedule Performance**

Schedule performance	5	4	3	2	1	Mean	SD
Enhances the employability of the beneficiaries	1(.5%)	1(.5%)	3(1.6%)	34(18.1%)	149(79.3%)	1.250	.562
Opens more doors for job creation and opportunities	1(.5%)	2(1.1%)	5(2.7%)	38(20.2%)	142(75.5%)	1.308	.629
Supports social inclusion of the beneficiaries	8(4.3%)	2(1.1%)	3(1.6%)	42(22.3%)	133(70.7%)	1.457	.926
Supports local networking	1(.5%)	2(1.1%)	5(2.7%)	51(27.1%)	129(68.6%)	1.377	.646
Empowers and enhance local start-ups	6(3.2%)	2(1.1%)	6(3.2%)	43(22.9%)	131(69.7%)	1.452	.873
Overall mean						1.368	

**Source: Primary Data, 2022**

The results of the study in Table 3 showed a mean of 1.250 and standard deviation (SD) of 0.562 with 149(79.3%) of the respondents asserted that schedule performance enhances the employability of the beneficiaries to a very great extent. The mean of 1.308 and SD of 0.629 with 142(75.5%) of respondents asserted that schedule performance opens more doors for job creation and opportunities to a very great extent. The mean of 1.457 and SD of 0.926 with 133(70.7%) of the respondents asserted that schedule performance supports social inclusion of the beneficiaries to a very great extent.

The mean of 1.377 and SD of 0.646 with 129(68.6%) of respondents asserted schedule performance supports local networking to a very great extent. The mean of 1.452 and SD of

0.873 with 131(69.7%) of respondents stipulated that schedule performance empowers and enhance local star-ups to a very great extent. The overall mean of 1.368 tends to 1 which is the highest score of to a very great extent which implies that schedule performance is achieved to a very great extent in AVEH Umurerwa project in Bugesera District, Rwanda.

**Table 4: Quality Performance**

Quality performance	5	4	3	2	1	Mean	SD
Is based on the acquired real needs and priorities	2(1.1%)	4(2.1%)	10(5.3%)	51(27.1%)	121(64.4%)	1.484	.784
Is based on acquired potential solutions	1(.5%)	5(2.7%)	7(3.7%)	50(26.6%)	125(66.5%)	1.441	.739
Enhances the ownership of the project	1(.5%)	1(.5%)	3(1.6%)	44(23.4%)	139(73.9%)	1.303	.583
Is the basis to increase social support in handling project issues	1(.5%)	1(.5%)	3(1.6%)	34(18.1%)	149(79.3%)	1.250	.562
Is based on the inclusion and integration of the beneficiaries	1(.5%)	3(1.6%)	5(2.7%)	35(18.6%)	144(76.6%)	1.308	.654
Overall mean						1.357	

**Source: Primary Data, 2022**

The results of the study in Table 4 show that a mean of 1.484 and standard deviation (SD) of 0.784 with 121(64.4%) of the respondents asserted that quality performance is based on the acquired real needs and priorities to a very great extent. The mean of 1.441 and SD of 0.739 with 125(66.5%) of respondents asserted that quality performance is based on acquired potential solutions to a very great extent. The mean of 1.303 and SD of 0.583 with 139(73.9%) of the respondents asserted that quality performance enhances the ownership of the project to a very great extent.

The mean of 1.250 and SD of 0.562 with 149(79.3%) of respondents asserted quality performance is the basis to increase social support in handling project issues to a very great extent. The mean of 1.308 and SD of 0.654 with 144(76.6%) of respondents stipulated that quality performance is based on the inclusion and integration of the beneficiaries to a very great extent. The overall mean of 1.357 tends to 1 which is the highest score of to a very great extent which implies that quality performance is achieved to a very great extent in AVEH Umurerwa project in Bugesera District, Rwanda.

**Table 5: Correlation analysis between consultative planning and performance of funded project**

	Budgetary performance	Schedule performance	Quality performance
Consultative planning	Pearson Correlation	.712**	.717**
	Sig. (2-tailed)	.000	.000
	N	188	188

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

**Source: Primary Data, 2022**

The results of the study in Table 5 show that there is a positive and significant relationship between consultative planning and performance of funded projects because the calculated Pearson correlation and significance level between consultative planning and budgetary performance is positive and significant ( $r=0.712$  and  $sig=0.00<0.01$ ) level of significance. The calculated Pearson correlation and significance level between consultative planning and

schedule performance is positive and significant ( $r=0.717$  and  $\text{sig}=0.00<0.01$ ) level of significance.

The calculated Pearson correlation and significance level between consultative planning and quality performance is positive and significant ( $r= 0.783$  and  $\text{sig}=0.00<0.01$ ) level of significance. Thus, this implies that consultative planning plays a positive and significant role in performance of AVEH Umurerwa project in Bugesera District, Rwanda. Basing on that, the null hypothesis stating that there is no significant role of consultative planning on performance of funded projects in Rwanda is rejected.

The results of the current research proved a positive and significant relationship between consultative planning and quality performance. Thus, the results of this current research are supported by the research of Muniu, Gakuu and Rambo (2018) which found a moderate correlation between collective planning in resource mobilization and sustainability of the community projects which had ( $p < 0.000$ ) at 5% level of significance. Thus, this implies that since the current results and previous results revealed a moderate significant and positive relationship between consultative planning and project performance / sustainability, it means that consultative planning affective significantly and positively performance of the project.

#### 4.2 The role of collective implementation on performance of funded projects

The results of the study concerning the role of collective implementation on performance of funded projects as the second objective of the study has concentrated on statement showing the significance of enhancing the participation of AVEH Umurerwa project stakeholders in collective implementation which enhances trust, makes the voice of stakeholders to be heard, builds accountability, increases ownership of the project and building relationships between stakeholders where the perceptions of the respondents were scaled using 5 points of Likert Scale where 1 represents strongly agree, 2 agree, 3 not sure, 4 disagree, 5 strongly disagree. The same part of the study has also dealt with the discussion of the results with the help of the results of the previous researchers and qualitative results of the same study on collective implementation and project performance using thematic and content analysis.

**Table 6: Collective Implementation**

Collective implementation	5	4	3	2	1	Mean	SD
Collective implementation of project activities enhances trust among stakeholders	1(.5%)	1(.5%)	3(1.6%)	37(19.7%)	146(77.7%)	1.266	.569
Participation of stakeholders in collective implementation shows that their voice is heard	1(.5%)	2(1.1%)	4(2.1%)	49(26.1%)	132(70.2%)	1.356	.633
Participation of stakeholders in collective implementation builds accountability	1(.5%)	1(.5%)	3(1.6%)	37(19.7%)	146(77.7%)	1.266	.569
Participation of stakeholder in collective implementation increases the internal funding due to increase in ownership of the project	1(.5%)	2(1.1%)	4(2.1%)	46(24.5%)	135(71.8%)	1.340	.629
Participation of stakeholder in collective implementation builds relationships between stakeholders	1(.5%)	1(.5%)	3(1.6%)	61(32.4%)	122(64.9%)	1.393	.606
Overall mean						1.324	

**Source: Primary Data, 2022**

The results of the study in Table 6 show that the mean of 1.266 and SD of 0.569 with 146(77.7%) of respondents strongly agreed that collective implementation of project activities enhances trust among stakeholders. The mean of 1.356 and SD of 0.633 with 132(70.2%) of respondents strongly agreed that participation of stakeholders in collective implementation shows that their voices are heard. The mean of 1.266 and SD of 0.569 with 146 (77.7%) of respondents strongly agreed that participation of stakeholders in collective implementation builds accountability. The mean of 1.340 and SD of 0.629 with 135(71.8%) of respondents strongly agreed that participation of stakeholders in collective implementation increase the internal funding due to ownership of the project.

The mean of 1.393 and SD of 0.606 with 122(64.9%) of respondents strongly agreed that participation of stakeholders in collective implementation builds relationship between project stakeholders. Thus, the overall mean of 1.324 tends to the highest score of 1 which is strongly agree which implies that a big number of respondents strongly agreed that collective implementation plays a significant role in performance of AVEH Umurerwa project in Bugesera District, Rwanda. Basing on these results, the null hypothesis stating that there is no significant role of collective implementation on performance of funded projects in Rwanda is rejected.

In the interview conducted on 15<sup>th</sup> January 2022 on face to face interaction with one of the project staffs, he mentioned that: *“Collective implementation in the project activities conducted in the rural areas like here in Bugesera, they are very interesting to the head of the families of the beneficiaries and other stakeholders of the project because they get time to interact and share experience depending on the disability of each other’s disabled children so that they share those burdens. Thus, the collective implementation of the project is not only the key to project performance in terms of contributing to completion of the project activities on time rather they get time to share their local knowledge with other stakeholders. Thus, I don’t doubt that if all projects in Rwanda enhance collective implementation the performance and success of the project will be great”*.

The results from the quantitative data and the qualitative data have strongly agreed and revealed that collective implementation plays a significant role in performance of the project. Thus, these results are supported by the results of the study of Khwaja, (2014) who revealed that collective implementation of the project stakeholders affect the beneficiary involvement, in particular cash and in kind contribution led to sustainable projects.

**Table 7: Correlation analysis between collective implementation and performance of funded project**

		Budgetary performance	Schedule performance	Quality performance
Collective implementation	Pearson Correlation	.647**	.639**	.696**
	Sig. (2-tailed)	.000	.000	.000
	N	188	188	188

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

**Source: Primary Data, 2022**

The results of the study in Table 7 proved that there is a positive and significant relationship between collective implementation and performance of funded projects because the calculated Pearson correlation and significance level between collective implementation and

budgetary performance is positive and significant ( $r=0.647$  and  $\text{sig}=0.00<0.01$ ) level of significance. The calculated Pearson correlation and significance level between collective implementation and schedule performance is positive and significant ( $r=0.639$  and  $\text{sig}=0.00<0.01$ ) level of significance.

The calculated Pearson correlation and significance level between collective implementation and quality performance is positive and significant ( $r= 0.696$  and  $\text{sig}=0.00<0.01$ ) level of significance. Thus, this implies that collective implementation plays a positive and significant role in performance of AVEH Umurerwa project in Bugesera District, Rwanda. Basing on these results, the null hypothesis stating that there is no significant role of collective implementation on performance of funded projects in Rwanda is rejected.

The results of the study from the correlation analysis between collective implementation and project performance have revealed that collective implementation and project performance has a positive and significant relationship which is also supported by the previous study of Aaltonen (2011) who found that collective project planning and implementation has a positive relationship with schedule performance and the economic capabilities of stakeholders respectively.

#### 4.3 The relationship of joint monitoring on performance of funded projects in Rwanda

The results of the study concerning the relationship between joint monitoring and performance of funded projects as the third objective of the study has concentrated on statement showing how joint monitoring helps to assess the technical deviations from the original project design to how it helps to recognize the value of activities and the money invested where the perceptions of the respondents were scaled using 5 points of Likert Scale where 1 represents strongly agree, 2 agree, 3 not sure, 4 disagree, 5 strongly disagree. The same part of the study has also dealt with the discussion of the results with the help of the results of the previous researchers and qualitative results of the same study on joint monitoring and project performance using thematic and content analysis.

**Table 8: Joint Monitoring**

Joint monitoring	5	4	3	2	1	Mean	Std.
Helps to assess the technical deviations from the original project design	3(1.6%)	1(.5%)	11(5.9%)	40(21.3%)	133(70.7%)	1.409	.765
Helps to recognize the current failures and Performance of the project to enhance future Performance	2(1.1%)	2(1.1%)	9(4.8%)	46(24.5%)	129(68.6%)	1.414	.729
Helps to track beneficial evolution of the project	4(2.1%)	3(1.6%)	3(1.6%)	34(18.1%)	144(76.6%)	1.345	.782
Provides evidences for project Performance	1(.5%)	4(2.1%)	8(4.3%)	70(37.2%)	105(55.9%)	1.542	.726
helps to recognize the value of activities and the money invested	1(.5%)	1(.5%)	3(1.6%)	37(19.7%)	146(77.7%)	1.266	.569
Overall mean						1.395	

**Source: Primary Data, 2022**

The results of the study in Table 8 demonstrated that the mean of 1.409 and SD of 0.765 with 133(70.7%) of respondents strongly agreed that joint monitoring helps to assess the technical deviations from the original project design. The mean of 1.414 and SD of 0.729 with



129(68.6%) of respondents strongly agreed that joint monitoring helps to recognize the current failures and Performance of the project to enhance future Performance. The mean of 1.345 and SD of 0.782 with 144(76.6%) of respondents strongly agreed that joint monitoring helps to track beneficial evolution of the project.

The mean of 1.542 and SD of 0.726 with 105(55.9%) of respondents strongly agreed that joint monitoring provides evidences for project Performance. The mean of 1.266 and SD of 0.569 with 146(77.7%) of respondents strongly agreed that joint monitoring helps to recognize the value of activities and the money invested. Thus, the overall mean of 1.395 tends to the highest score of 1 which is strongly agree which implies that a big number of respondents strongly agreed that joint monitoring plays a significant role in performance of AVEH Umurerwa project in Bugesera District, Rwanda.

The results of the current research showed that that joint monitoring plays a significant role in performance of project which is supported by the research of Gonzalez *et al.*, (2018) who found that participants assume their role is to contribute to provision of local resources in solving the problems and to be receptive and attentive to the suggestions of the proponents to enhance project monitoring for the performance of the project.

**Table 9: Correlation analysis between joint monitoring and performance of funded project**

		Budgetary performance	Schedule performance	Quality performance
Joint monitoring	Pearson Correlation	.650**	.644**	.705**
	Sig. (2-tailed)	.000	.000	.000
	N	188	188	188

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

**Source: Primary Data, 2022**

The results of the study in Table 9 revealed that there is a positive and significant relationship between joint monitoring and performance of funded projects because the calculated Pearson correlation and significance level between joint monitoring and budgetary performance is positive and significant ( $r=0.650$  and  $sig=0.00<0.01$ ) level of significance. The calculated Pearson correlation and significance level between joint monitoring and schedule performance is positive and significant ( $r=0.644$  and  $sig=0.00<0.01$ ) level of significance.

The calculated Pearson correlation and significance level between joint monitoring and quality performance is positive and significant ( $r= 0.705$  and  $sig=0.00<0.01$ ) level of significance. Thus, this implies that joint monitoring plays a positive and significant role in performance of AVEH Umurerwa project in Bugesera District, Rwanda. Basing on these results, the null hypothesis stating that there is no significant relationship between joint monitoring and performance of funded projects in Rwanda is rejected.

**Table 10: Correlation analysis between stakeholder participation and performance of funded projects**

		Budgetary performance	Schedule performance	Quality performance
Consultative planning	Pearson Correlation	.712**	.717**	.783**
	Sig. (2-tailed)	.000	.000	.000
	N	188	188	188
Collective implementation	Pearson Correlation	.647**	.639**	.696**
	Sig. (2-tailed)	.000	.000	.000
	N	188	188	188
Joint monitoring	Pearson Correlation	.650**	.644**	.705**
	Sig. (2-tailed)	.000	.000	.000
	N	188	188	188

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

**Source: Primary Data, 2021**

The results in Table 10 proved that there is a positive and significant relationship between consultative planning and budgetary performance ( $r=0.712$  and  $\text{sig}=0.00<0.01$ ), schedule performance ( $r=0.717$  and  $\text{sig}=0.00<0.01$ ), and quality performance ( $r= 0.783$  and  $\text{sig}=0.00<0.01$ ). Another between collective implementation and budgetary performance ( $r=0.647$  and  $\text{sig}=0.00<0.01$ ), schedule performance ( $r=0.639$  and  $\text{sig}=0.00<0.01$ ) and quality performance ( $r= 0.696$  and  $\text{sig}=0.00<0.01$ ). There is also another positive and significant relationship between joint monitoring and budgetary performance ( $r=0.650$  and  $\text{sig}=0.00<0.01$ ), schedule performance ( $r=0.644$  and  $\text{sig}=0.00<0.01$ ), and quality performance ( $r= 0.705$  and  $\text{sig}=0.00<0.01$ ) level of significance. Hence, since all the predictors of stakeholder participation have a positive and significant relationship with the measures of project performance. This implies that there is a positive and significant relationship between stakeholder participation and performance of AVEH Umurerwa project in Bugesera District of Rwanda.

**Table 11: Model summary of stakeholder participation and budgetary performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.757 <sup>a</sup>	.574	.567	.82953

a. Predictors: (Constant), Joint monitoring , Collective implementation , Consultative planning

**Source: Primary Data, 2022**

The results in Table 11 demonstrated the R coefficient of 0.757, determination coefficient of 0.574 as R square, the adjusted R square of .567 and standard error of the estimated of 0.82953. Thus, to determine the effect that stakeholder participation has on budgetary performance the coefficients of determination was considered which implies that stakeholder participation predictors known as joint monitoring, collective implementation and consultative planning explain 57.4% of increase in variability of budgetary performance in AVEH project in Bugesera District, Rwanda. Hence since budgetary performance is an indicator of project performance, the null hypothesis stating that there is no significant role of consultative planning on performance of funded projects in Rwanda is rejected.

**Table 12: Analysis of Variance (ANOVA) of stakeholder participation and budgetary performance**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	170.295	3	56.765	82.493	.000 <sup>b</sup>
Residual	126.614	184	.688		
Total	296.910	187			

a. Dependent Variable: Budgetary performance

b. Predictors: (Constant), Joint monitoring , Collective implementation , Consultative planning

**Source: Primary Data, 2022**

The findings in Table 12 shows that the statistical model predicting the relationship between stakeholder participation and budgetary performance is significant since the calculated sig. value is  $0.00 < 0.05$  level of significance.

**Table 13: Regression coefficients of stakeholder participation and budgetary performance**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.374	.133		2.818	.005
Consultative planning	.404	.076	.400	5.297	.000
Collective implementation	.222	.070	.225	3.173	.002
Joint monitoring	.220	.071	.221	3.079	.002

a. Dependent Variable: Budgetary performance

**Source: Primary Data, 2022**

The results of the study in Table 13 proved a positive and significant relationship between stakeholder participation and budgetary performance because consultative planning and budgetary performance has ( $b=0.404$  and  $sig=0.00$ ), collective implementation and budgetary performance has ( $b=0.222$  and  $sig=0.02$ ) and joint monitoring and budgetary performance has ( $b=0.220$  and  $sig=0.002$ ). Thus, the regression model became  $Y=0.374+0.404$  (consultative planning)  $+0.222$  (collective implementation)  $+0.220$ (joint monitoring). This means that a unit change in predictors of stakeholder participation significantly and positively affect budgetary performance which implies that since consultative planning has a positive and significant effect to budgetary performance the same implies to project performance as the dependent variable of the study. Basing on that, the null hypothesis stating that there is no significant role of collective implementation on performance of funded projects in Rwanda is rejected.

**Table 14: Model summary of stakeholder participation and schedule performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 <sup>a</sup>	.571	.564	.83092

a. Predictors: (Constant), Joint monitoring , Collective implementation , Consultative planning

**Source: Primary Data, 2022**

The results in Table 4.14 demonstrated the R coefficient of 0.756, determination coefficient of 0.571 as R square, the adjusted R square of .564 and standard error of the estimated of 0.83092. Thus, to determine the effect that stakeholder participation has on schedule performance, the coefficients of determination was considered which implies that stakeholder participation predictors known as joint monitoring, collective implementation and consultative planning explain 57.1% of increase in variability of schedule performance in

AVEH project in Bugesera District, Rwanda. Hence since schedule performance is an indicator of project performance, the null hypothesis stating that there is no significant role of collective implementation on performance of funded projects in Rwanda is rejected.

**Table 15: Analysis of Variance (ANOVA) of stakeholder participation and schedule performance**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	169.279	3	56.426	81.726	.000 <sup>b</sup>
Residual	127.040	184	.690		
Total	296.319	187			

a. Dependent Variable: Schedule performance

b. Predictors: (Constant), Joint monitoring , Collective implementation , Consultative planning

**Source: Primary Data, 2022**

The findings in Table 15 shows that the statistical model predicting the relationship between stakeholder participation and schedule performance is significant since the calculated sig. value is  $0.00 < 0.05$  level of significance.

**Table 4. 16: Regression coefficients of of stakeholder participation and schedule performance**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.382	.133		2.873	.005
Consultative planning	.429	.076	.426	5.620	.000
Collective implementation	.203	.070	.205	2.891	.004
Joint monitoring	.209	.071	.210	2.922	.004

a. Dependent Variable: Schedule performance

**Source: Primary Data, 2022**

The results of the study in Table 16 proved a positive and significant relationship between stakeholder participation and schedule performance because consultative planning and schedule performance has ( $b=0.429$  and  $sig=0.00$ ), collective implementation and schedule performance has ( $b=0.203$  and  $sig=0.04$ ) and joint monitoring and schedule performance has ( $b=0.209$  and  $sig=0.004$ ). Thus, the regression model became  $Y=0.382+0.429$  (consultative planning)  $+0.203$  (collective implementation)  $+0.209$ (joint monitoring). This means that a unit change in predictors of stakeholder participation significantly and positively affect schedule performance which implies that since consultative planning has a positive and significant effect to schedule performance the same implies to project performance as the dependent variable of the study. Basing on that, the null hypothesis stating that there is no significant role of consultative planning on performance of funded projects in Rwanda is rejected.

**Table 17: Model summary of stakeholder participation and quality performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826 <sup>a</sup>	.682	.677	.71314

a. Predictors: (Constant), Joint monitoring , Collective implementation , Consultative planning

**Source: Primary Data, 2022**

The results in Table 17 demonstrated the R coefficient of 0.826, determination coefficient of 0.682 as R square, the adjusted R square of .677 and standard error of the estimated of 0.71314. Thus, to determine the effect that stakeholder participation has on quality performance the coefficients of determination was considered which implies that stakeholder participation predictors known as joint monitoring, collective implementation and consultative planning explain 68.2% of increase in variability of quality performance in AVEH project in Bugesera District, Rwanda.

**Table 18: Analysis of Variance (ANOVA) of stakeholder participation and Quality performance**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	201.077	3	67.026	131.792	.000 <sup>b</sup>
1 Residual	93.577	184	.509		
Total	294.654	187			

a. Dependent Variable: Quality performance

b. Predictors: (Constant), Joint monitoring , Collective implementation , Consultative planning

**Source: Primary Data, 2022**

The findings in Table18 shows that the statistical model predicting the relationship between stakeholder participation and quality performance is significant since the calculated sig. value is 0.00 <0.05 level of significance.

**Table 19: Regression coefficients of stakeholder participation and quality performance**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.128	.114		1.126	.262
Consultative planning	.469	.066	.466	7.152	.000
Collective implementation	.216	.060	.219	3.591	.000
Joint monitoring	.231	.061	.233	3.771	.000

a. Dependent Variable: Quality performance

**Source: Primary Data, 2022**

The results of the study in Table 19 proved a positive and significant relationship between stakeholder participation and quality performance because consultative planning and quality performance has (b=0.469 and sig=0.00), collective implementation and quality performance has (b=0.216 and sig=0.00) and joint monitoring and quality performance has (b=0.231 and sig=0.000). Thus, the regression model became  $Y=0.128+0.469$  (consultative planning)  $+0.216$  (collective implementation)  $+0.231$ (joint monitoring). This means that a unit change in predictors of stakeholder participation significantly and positively affect quality performance which implies that since consultative planning has a positive and significant effect to quality performance the same implies to project performance as the dependent variable of the study. Basing on that, the null hypothesis stating that there is no significant relationship between joint monitoring and performance of funded projects in Rwanda is rejected.

**Table 20: Summary of research Hypotheses decisions**

Research Hypotheses	P-value	$\beta$ coefficient	Sig.	Decision on $H_0$
H <sub>01</sub> : There is no significant role of consultative planning on performance of funded projects in Rwanda	r=0.712	b=.404	Sig=0.00	Rejected
H <sub>02</sub> : Collective implementation has no significant role on the performance of funded projects in Rwanda	r=0.639	b=0.203	Sig=.004	Rejected
H <sub>03</sub> : Joint monitoring has no significant relationship with performance of funded projects in Rwanda	r=0.696	b=.231	Sig=.000	Rejected

**Source: Primary Data, 2022**

The results in Table 20 was summarized from the correlation table of consultative planning (r=0.712), collective implementation (r=0.639) and joint monitoring (r=0.696) with indicators of performance of funded project (budgetary, schedule and quality performance) respectively. While, the ones from regression table of stakeholder participation predictors with each of the indicators of funded project performance represented by joint monitoring and budgetary performance (b=.404 and Sig=0.00), consultative planning and schedule performance (b=0.203 and Sig=.004), and joint monitoring and quality performance (b=.231 and Sig=.000) which implies that stakeholder participation has a positive and significant relationship with performance of funded projects in Rwanda since all calculated p-values and beta values were positive while each sig. value was under 0.05 level of significance. That is why all null hypotheses were rejected basing on the results of the study summarized in Table 4.19 and accepted the alternative hypotheses.

### 4.3 Discussion of results

The results of the first objective revealed that consultative planning plays a significant and a positive role on performance of funded project in Rwanda since the descriptive results shown an overall mean of 1.621 tending to high score of to a very great extent which is also supported by the results of the research of Clarkson *et al.*, (2015) which found that involving project stakeholders in the planning for their capacities either by direct recipients or non-direct contribute to improvement of key part of the project by making progress of intervention performance. The Pearson correlation and regression results confirmed that a positive and significant relationship between consultative planning and quality performance which are supported by the research of Muniu, Gakuu and Rambo (2018) which found a moderate correlation between collective planning in resource mobilization and sustainability of the community projects which had ( $p < 0.000$ ) at 5% level of significance. That is why the null hypothesis stating that there is no significant role of consultative planning on performance of funded projects in Rwanda was rejected.

The results of the second objective revealed that collective implementation plays a significant and a positive effect on performance of funded project in Rwanda since the descriptive results shown an overall mean of 1.324 tending to high score of to a very great extent which are supported by the results of the study of Khwaja, (2014) who revealed that collective implementation of the project stakeholders affect the beneficiary involvement, in particular cash and in kind contribution led to sustainable projects. The Pearson correlation results

revealed that collective implementation and project performance has a positive and significant relationship which is also supported by the previous study of Aaltonen (2011) who found that collective project planning and implementation has a positive relationship with schedule performance and the economic capabilities of stakeholders respectively. Thus, basing on these results, the null hypothesis stating that there is no significant role of collective implementation on performance of funded projects in Rwanda was rejected basing on these results.

Lastly, the results of the third objective revealed that a big number of respondents strongly agreed that joint monitoring plays a significant role in performance which is also supported by the correlation and regression results revealed that joint monitoring and project performance has positive and significant relationship and this was also supported by the previous study of Gonzalez *et al.*, (2018) who found that participants assume their role is to contribute to provision of local resources in solving the problems and to be receptive and attentive to the suggestions of the proponents to enhance project monitoring for the performance of the project. That is why, the null hypothesis stating that there is no significant relationship between joint monitoring and performance of funded projects in Rwanda was rejected.

## 5.1 Conclusion

In conclusion, the results of the first objective revealed that consultative planning plays a significant and a positive role on performance of funded project in Rwanda since the descriptive results shown an overall mean of 1.621 tending to high score of to a very great extent which is 1 and the Pearson correlation ( $r=0.712$  and  $sig=0.00<0.01$ ) between consultative planning and budgetary performance, the ( $r=0.717$  and  $sig=0.00<0.01$ ) between consultative planning and schedule performance, the ( $r= 0.783$  and  $sig=0.00<0.01$ ) between consultative planning and quality performance. Thus, the null hypothesis stating that there is no significant role of consultative planning on performance of funded projects in Rwanda was rejected basing on these results.

The results of the second objective revealed that collective implementation plays a significant and a positive effect on performance of funded project in Rwanda since the descriptive results shown an overall mean of 1.324 tending to high score of to a very great extent which is 1 and the calculated Pearson correlation and significance level between collective implementation and budgetary performance ( $r=0.647$  and  $sig=0.00<0.01$ ), between collective implementation and schedule performance ( $r=0.639$  and  $sig=0.00<0.01$ ), between collective implementation and quality performance ( $r= 0.696$  and  $sig=0.00<0.01$ ). Thus, the null hypothesis stating that there is no significant role of collective implementation on performance of funded projects in Rwanda was rejected basing on these results.

Lastly, the results of the third objective revealed an overall mean of 1.395 tends to the highest score of 1 which is strongly agree which implies that a big number of respondents strongly agreed that joint monitoring plays a significant role in performance of AVEH Umurerwa project in Bugesera District. Thus, this is supported by the correlation and regression results revealed that joint monitoring and budgetary performance has ( $r=0.650$  and  $sig=0.00<0.01$ ), joint monitoring and schedule performance has ( $r=0.644$  and  $sig=0.00<0.01$ ), joint monitoring and quality performance has ( $r= 0.705$  and  $sig=0.00<0.01$ ) positive and significant relationship. Thus, the null hypothesis stating that there is no significant relationship between joint monitoring and performance of funded projects in Rwanda was rejected basing on these results.

## 5.2 Recommendations

Basing on the results of the study, the researcher would like to recommend to the families of the project beneficiaries to increase their level of participation in activities that their consultative information regarding planning are required to enhance the performance of the project in order to support back the welfare their relatives and children that are supported by AVEH Umurerwa project. The participation of the families of the beneficiaries should not only be limited in joint monitoring and collective implementation rather in should also involve 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 takes the project from high performance level to sustainability level of the project.

Basing on the results of this research, the researcher would like also to recommend to the project staffs with the heads of the families of the beneficiaries of the project and other stakeholders to promote performance through training the stakeholders and capable beneficiaries how they can conduct certain activities and tasks so that when the funds get withdrawn the project should face no challenge because the project and staffs of the project are well trained on how to support their project activities and hence survival and sustainability of the project based on the early supported project performance.

The qualitative results of the study have indicated that some project activities are delayed by the limited resources which affect performance of the project. Thus, the researcher would like to recommend to the project donors and other funders to promote performance 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 and the whole of project performance in general.

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