



EXAMINING PROJECT STAKEHOLDERS' MANAGEMENT ON PROJECT PERFORMANCE: A CASE OF SCSC, PROJECT OF RWANDA RED CROSS
BY

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ABSTRACT:

The study examined the influence of project stakeholders' management and project performance in Rwanda. The objectives were to identify the effect of Stakeholders' needs and expectations, Stakeholder communication, Conflict management strategies, and stakeholders' participation on the performance of SCSC. The study used universal and purposive sampling techniques to select 129 respondents as the sample size. Data collection instruments were questionnaire and document review, while, methods of data analysis were descriptive statistical methods, correlation coefficient matrix, and multiple linear regression analysis. The results revealed that project stakeholder management has contributed $R=0.820a$ of the variation in the project performance as explained by R^2 of 0.672 indicating that the model is positive and strong on a rate of 67.2%, and this showed that the model is a good prediction. This means that 37.3% of project performance comes from other variables that are not included in the Model of this research. The results revealed that the level of the f -test model is 63.412 which is positive with a p -value of 0.000b less than both standard significance levels of 0.05 and 0.01. The results indicated that Stakeholders' needs and Expectation have a positive and significant effect on the Project performance of SCSC in GIHOMBO and KILIMBI Sectors, as ($\beta_1 = .444$, $t = 3.842$; p -value = .000 less than 10%). The stakeholders' communication has a positive and significant effect on the Project performance of SCSC involved in GIHOMBO and KILIMBI Sectors, Nyamasheke District ($\beta_2 = .346$, $t = 2.362$ and p -value = .002 less than 10%). The results also indicated that conflict management strategies have a positive and significant effect on the Project performance of SCSC involved in GIHOMBO and KILIMBI Sectors, ($\beta_3 = .119$, $t = 1.472$; p -value = .003 less than 10%). The findings indicated that Stakeholders' participation has a positive and significant effect on the Project performance of SCSC involved in GIHOMBO and KILIMBI Sectors, ($\beta_4 = .154$, $t = 1.308$ and p -value = .001 less than 10%).

Key Words: project, stakeholders, management, Stakeholders' needs and Expectation identification, Stakeholders' communication, Conflict management strategies, Stakeholders' participation, project performance

1. INTRODUCTION

The project and its stakeholders can be viewed as a network in which the actors interact with each other and exchange information, resources, and results. Often stakeholders control the information and resources that are input to the project (Milosevic, 2018).

Stakeholders need to be managed and their power and influence mapped so that their potential impact on projects can be better understood. Stakeholders can be a key risk-management issue for project managers in construction organization and it is important to include them in the project plan (Olander, and Landin, 2015).

Scholars have raised a number of reasons as the cause of problems and these include lack of engagement in Stakeholder Management and the complexity and uncertainty of projects. They find that, as each project is a unique undertaking with different stakeholders of different interests and powers (Loosemore, 2016). Other causes include 1) inadequate engagement of stakeholders 2) project managers having unclear objectives of stakeholder management 3) difficulty in identifying the invisible stakeholders and 4) inadequate communication with stakeholders (Rowlinson and Walker, 2016).

In Kenya, Alltonen (2011) argued management of stakeholders in a project involves a process of interpretation, which can generate different understandings of the environment surrounding the managerial actions that are subsequently taken. The inadequate management of the stakeholders can easily lead to misunderstandings and conflicts between them, affecting the success of the project. Effective stakeholder's management attains both interactive and spontaneous mobilization (Nwankwoala, 2011). Community Sustainability project success is impossible in most NGOs, and public or semi-

2. Statement of the Problem

Despite the efforts used by different to make their project successful, many projects have failed to achieve the expected outcomes and graduation out of poverty has not reached the desired level. This is due to the lack of stakeholder's participation management as one of the key barriers to success of some projects in Rwanda. Stakeholders are vital to the successful completion of a project because their unwillingness to continuously support the vision or objectives of the project leads many projects to fail (Augustine, 2017).

public institutions. The stakeholder's management practices in NGOs helps in turning the community sustainability project to the right direction hence bring about successfulness of the organization (UNDP, 2014).

The Rwanda Red Cross is a 50 years non-state humanitarian organization auxiliary to public authorities and has been very active in the community development programs that support the most vulnerable people country wide toward their sustainability. Rwanda Red Cross Society has been working in Nyamasheke District, western Province, GIHOMBO and KILIMBI sectors in programs that support the community sustainability with support from EU and partner national societies (Belgium, Danish, Austrian and Italian RC).

The Model Village/community approach that is integrated across the Rwanda Red Cross programs aims to support vulnerable people especially vulnerable women head household to improve their socio-economic situation through creation of women cooperatives and empower them to generate their own income and promote mutual support.

In partnership with Austrian Red Cross (AutRC), a three-year project was designed and funded by ADA in 2017 on one hand to scale up the economic and institutional capacity of 8 cooperatives of Kirimbi and Gihombo sectors in Nyamasheke District on the other hand to roll out a comprehensive sustainability project in support the vulnerable population of Cyimpindu cell in Kirimbi sector. In this order, 4 cooperatives mostly headed by women has been created and supported (Rwanda Red Cross Society, 2020).

Rwanda Red Cross Society (2020) supported 8 cooperatives plan strategies and activities to develop their performance and sustainability such as Projects/businesses for each of the six cooperatives are increasing quality and quantity of pineapples production from 4000 to 6500 plants in the short term and identify processing activity of in partnership with other cooperatives producing pineapples and also diversification of product by introducing braceros in metal with big forma adapted to large household in Duhagurukirumurimo cooperative. To increase the productivity of cassava by performing the

technics of production in the first stage and introduce cassava-processing activity in the second stage in Duhuzimbaraga cooperative. Hence, to dive deeper in stakeholder management

3. Objectives

The main purpose of this study was examining project stakeholders' management on project performance in Rwanda. The study has specific objectives as follows:

- [1.] To identify the effect of stakeholders needs and expectation on performance of SCSC,
- [2.] To analyze the effect of stakeholder communication on performance of SCSC,

4. Research Hypotheses

The research was tested by alternative hypotheses as follows:

- (1) **H1.1:** There is significant effect of Stakeholders needs and expectation on performance of SCSC
- (2) **H1.2:** There is significant effect of Stakeholder communication on performance of SCSC

5. Conceptual Review

Project Stakeholders Management

According to Mark (2013), Stakeholder identification is the process used to identify all stakeholders for a project. An outcome of identifying stakeholders should be a project stakeholder register. Stakeholder management technique are:

✚ Stakeholder Identification

Stakeholder identification is the first step in the stakeholder analysis process and it is the base of your stakeholder management plan. Here are some things project managers should consider during the stakeholder identification process:

✚ Stakeholder Analysis

Stakeholder analysis is not a single step but a series of steps, stakeholder identification, stakeholder mapping and stakeholder prioritization. The stakeholder analysis could be defined as the process of understanding who your

Project Performance

In line with PMI, the challenge fulfillment indicators consist of time, scope, price and first-rate. Those parameters relate such that if scope, time or cost changes then at least one of the different parameters also are be affected. Venture performance has been defined by means of most researchers (Karanja, 2012) using the iron

and their efficiency to improve project results, the project question of this study is how project stakeholders' management can improve project performance.

[3.] To identify the effect of conflict management strategies on performance of SCSC,

[4.] To identify the influence stakeholder's participation on performance of SCSC.

(3) **H1.3:** There is significant effect of Conflict management strategies on performance of SCSC

(4) **H1.4:** There is significant effect of Stakeholder's participation on performance of SCSC

(5) **H1.5:** There is significant effect of project stakeholders' management on performance of SCSC.

project stakeholders are, what's their level of influence and involvement, and their importance for your project or business (Sera and Beaudry, 2017).

✚ Stakeholder Mapping

Now that you have identified all your internal and external stakeholders, it is time to determine their level of interest and the power or influence they have over the project (Mulwa, 2018).

✚ Stakeholder Prioritization

Once you have a thorough list, you can begin prioritizing your project stakeholders by their importance to the project. Decide who among them have the most influence on the project and are affected by it (Akrani, 2011).

✚ Stakeholder Engagement

In the end, with the data created in your stakeholder map, you figure out the way to engage your stakeholders (Barron & Barron, 2013).

triangle of undertaking management that is time, price, scope and pleasant. Performing at high stage produces best results that are extra powerful in meeting or exceeding the desires and the expectancy of the stakeholders.

Project schedule

According to Sera and Beaudry (2017), a project schedule is a timetable that shows the start and end date of all project tasks, how the tasks relate to each other and usually which team members or other resources are responsible for delivery. The project schedule:

- outlines the time needed for the required tasks
 - establishes milestones to be met to complete the project on time
 - allocates resources across tasks
 - can be presented in various forms to suit different stakeholders
1. **Master project schedule:** a summary level schedule that highlights the key tasks and their estimated duration. This is useful as a high-level overview document for senior management or external stakeholders who don't need the detail.
 2. **Milestone schedule:** tracks major milestones but not every task or deliverable. It's great for reporting status and helping teams see their progress at a glance.
 3. **Detailed project schedule:** this is a more operational level schedule that tracks every project activity. It's designed for the project team and managers to keep track of every element of the project.

6. Theoretical Review

Theory of Planning

The planning of projects is thoroughly described from the point of view of different knowledge areas. The planning processes are structured into core processes and facilitating processes. There are ten core processes: scope planning, scope definition, activity definition, resource planning, activity sequencing, activity duration estimating, cost estimating, schedule development, cost budgeting, and project plan development.

The output from these processes, the project plans, make up an input to the executing processes. In addition to the ten planning processes, there is only one executing process and two controlling processes. The emphasis is on planning, with little offered on executing especially. Comparison to theories in the general field of operations reveals that the perspective is that of management-as-planning (Johnston and Brennan, 1996). They are assumed that the organization consists of a

Quality

According to Kamassiet *al.*, (2020) in project management body of knowledge, Project Quality includes the processes and activities that determine quality policies, objectives and responsibilities so that the project satisfies the needs for which it was undertaken. The three processes are:

- Plan Quality Management identifying the quality standards that must be met, and determining the criteria for success/failure.
- Perform Quality Assurance analyzing quality measurements and determining the success/failure rate of project quality.
- Control Quality, taking quality measurements and making necessary changes to the project quality plan.

Development backlog

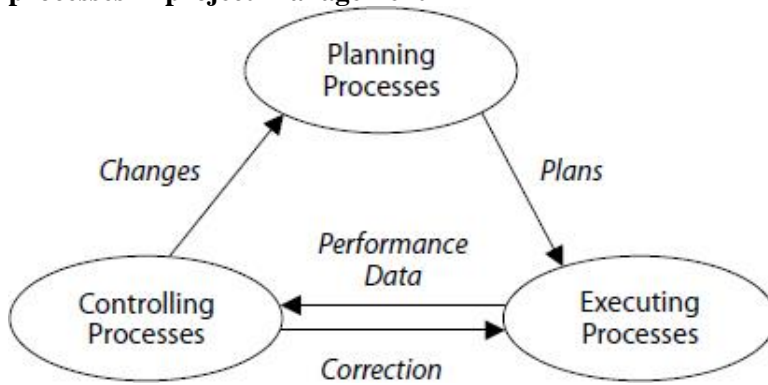
According to Verma (2014), a backlog is a list of tasks required to support a larger strategic plan. For example, a product development context contains a prioritized list of items.

Cost

Cost is an amount of money needed to pay or compensate to buy or take a service or good. Costs is the value or total amount of money to do the work or needed for a business that is the sum of fixed and variable costs. Project cost is the total funds needed to complete the project or work that consists of a direct cost and indirect cost.

management part and an effector part. Management at the operations level is seen to consist of the centralized creation, revision, and implementation of plans. This approach to management views a strong causal connection between the actions of management and outcomes of the organization. By assuming that translating a plan into action is the simple process of issuing "orders," it takes plan production to be essentially synonymous with action.

Exhibit 1.: The closed loop of managerial processes in project Management



Stakeholders Theory

Stakeholder Theory is a view of capitalism that stresses the interconnected relationships between a business and its customers, suppliers, employees, investors, communities and others who have a stake in the organization. The theory argues that a firm should create value for all stakeholders, not just shareholders. The theory has become a key consideration in the study of business ethics and has served as a platform for further study and development in the research and published work of many scholars, including those featured on this website. Since the 1980s, there has been a substantial rise in the theory's prominence, with scholars around the world continuing to question the sustainability of focusing on shareholders'

7. Empirical review

Thacienne M. (2014) examined the stakeholders' involvement in a project success specifically L3 project located at Concern Worldwide/Rwanda. The main objective of this study was to examine the role of stakeholder's involvement in the success of a project while the specific objectives were based on identifying the various categories of stakeholders, their needs/interests and responsibilities in a project, how they become involved in a project and factors encouraging organizations to engage stakeholders in a project life.

About the methodology, the study used triangulation method where data were both on quality and quantity basis. The study was descriptive research and to collect data, random sampling and stratified techniques were used. Then after, interviews, focus group discussions were made up on a sample size of 100 respondents from the target population of 278,858 stakeholders of L3 project in Gisagara district including concern worldwide staff. After data collection, the data analysis was made through simple description statistics including frequencies and percentage distribution tables especially questions that required quantitative responses. For

wealth as the most fundamental objective of business. Stakeholders' management is to be carried out by the managers of the firms from top management to the responsible project manager. Hence, the project manager should shoulder the view of each stakeholder and should consider their interest for the success of the project. This enables the project managers appreciate involvement of stakeholders in projects and consider them as valuable in their own rights. Through the theory relationships between stakeholders are considered which leads to more appropriate project organization hence boosting project's success (Silvius & Tharp, 2013).

qualitative responses, there was a data interpretation and finally presenting the findings of the study. The quantitative aspect of the data was analyzed using statistical descriptive by using software known like Microsoft Excel while the qualitative aspect was analyzed and interpreted by way of transcription as well as logical and deductive narratives mainly with the aid of tables and figures. The findings showed that stakeholders know about their involvement and their roles in making a project successfully thought their involvement is still critical. In conclusion, the findings confirmed that stakeholders' involvement contributes more in project success as it is indicated by respondents of the research. It is seen also that organizations try to involve stakeholders in a project but they appealed their involvement in the whole project because most of the said that they are involved in project implementation and Evaluation without instead of involving them starting from the project design and project initiation.

According to Ayatah, (2012) while developing the appropriate mission Stakeholder management method, one must begin via identifying the

stakeholders of the undertaking. This listing advanced must be re-visited at some point of the challenge life cycle to make sure relevance and the sufficiency of the Stakeholder management method adopted. Challenge Managers are confronted with challenges inside the method of identity of the potential project stakeholders, their wishes as well as their expectations (Kelbessa, 2016). According to PMBOK (2013), the stakeholder identity ought to be observed by way of an evaluation and documentation of facts overlaying their pastimes within the mission;

their interdependencies; their involvement in the assignment and their potential impact on the overall performance of the venture. Within the Saliency version advised that stakeholders' claims must be prioritized primarily based at the cumulative quantity of the attributes of the stakeholders in terms of electricity, urgency and legitimacy. Stakeholder identification must be informed via the procurement documents, mission charter, and agency statistics in addition to the classes learnt from a similar previous task (Ayatah, 2012).

8. Conceptual Framework

The conceptual framework defines the link between the project stakeholder management as independent

variables, and the dependent variable as Project performance.

Independent Variable

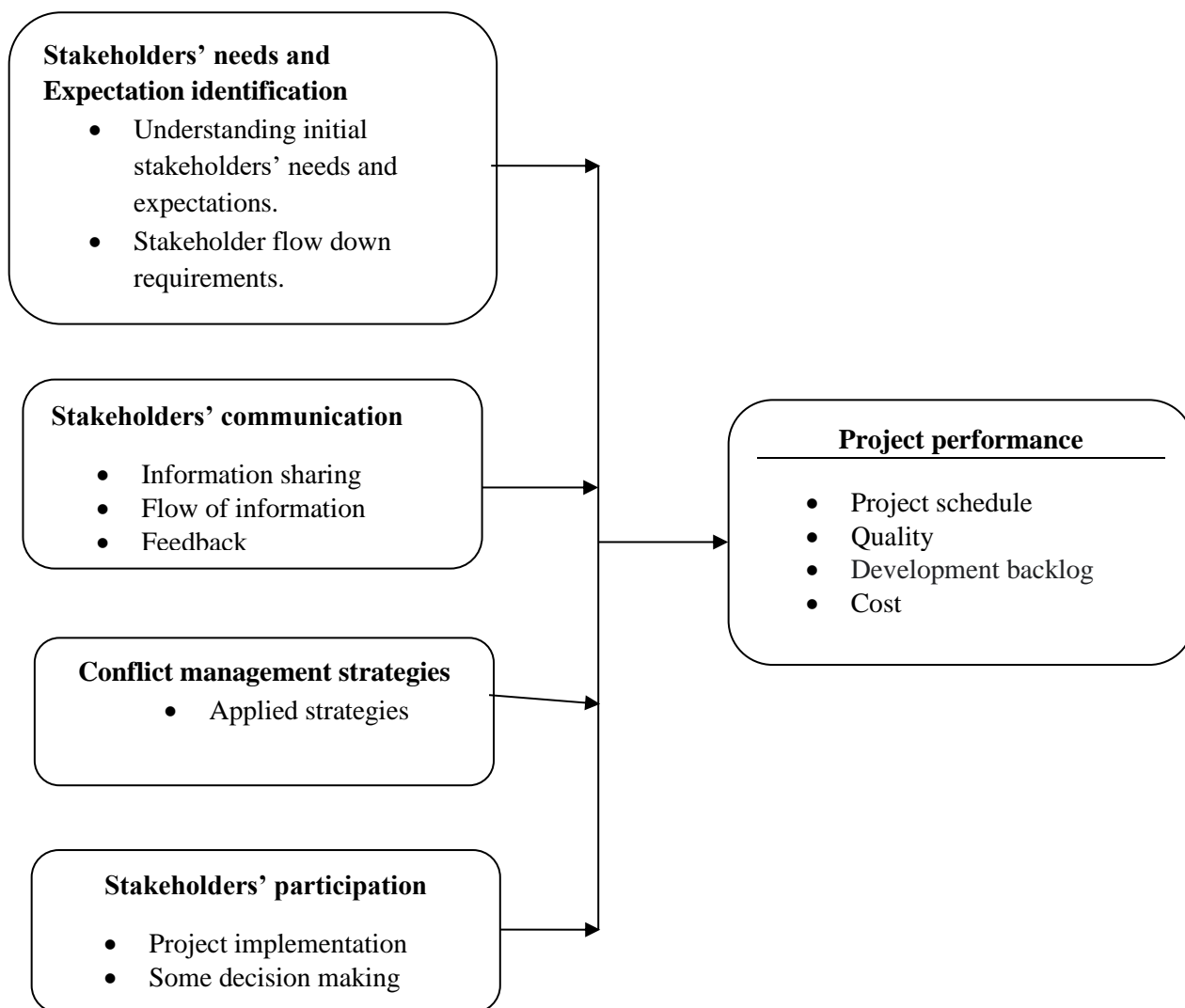


Figure 1: Conceptual Framework

Source: Research conceptualization, (2022)

8. Materials and Methods

The study employs both descriptive survey and correlative research design. Target population of this study was 129 people comprising 80 representatives of 8 cooperatives supported by of Red Cross in Nyamasheke District; 37RRCS officers and Project officers of Red Cross in Nyamasheke District; and 12 local authorities from cells of GIHOMBO and KILIMBI Sectors, Nyamasheke District.

The instrument of data collection was questionnaire technique, while methods of analysis of data was correlation coefficient matrix analysis that was applied to test the relationship between variables, and the study used the multiple linear regression analysis to test analysis of variance. The sample size was the entire targeted population as the universal sampling technique was used to select all 129 respondents.

9. Findings and Discussion of the Results

Data were collected through questionnaires addressed to 129 respondents; and documents review especially progress of reports of this project in previous years ago. Data obtained, were processed quantitatively using computer

Profile of Respondents

The respondents' profile included by gender, ages, marital status, educational level, and professional experiences of respondents worked with the project of strengthening community

The correlation coefficient was accepted to show the relationship between variables. Linear regression analysis was used in this study, and the models are like shadows: X is Project stakeholders Management (PSM) as independent variable that have four indicators including: x1: stakeholder needs and expectation identification (SNEI); x2: Stakeholder communication (SC), x3 is conflict management (CM), x4 is stakeholder participation; Y is project performance (PP) as dependent variable represented by four factors comprising: y1: time, y2: cost, y3: scope, y4: quality. Based to econometric models, $Y=f(x)$; $Y= B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \alpha$. That means B_0 is constant, B_1 - B_4 are coefficients while α is standard error. The predicted change in Y per unit of change in X.

software of SPSS IBM version 23.0. The participation rate was 100.0% of responding the questions, and this helped to continue research with editing, coding, recording, classifying, and tabulating data towards the analysis.

sustainability through cooperatives implemented by Red Cross in NYAMASHEKE District. The table 1 present the results from respondents' profile as follows.

Table 1: Findings on Social Demographic of Respondents

	Data	Frequencies	Percentages
Gender	Male	35	27.1
	Female	94	72.9
	Total	129	100.0
Marital Status	Single	17	13.2
	Married	106	82.2
	Widow (er)	6	4.7
	Total	129	100.0
Age	21-30 years	25	19.4
	31-40 years	81	62.8
	41-50 years	18	14.0
	51years and above	5	3.9
	Total	129	100.0
Education Level	Bachelor's degree	25	19.4

	Secondary school	81	62.8
	Diploma	18	14.0
	Professional courses	5	3.9
	Total	129	100.0
Experiences	Less than 2years	25	19.4
	2-3years	23	17.8
	4-5years	51	39.5
	5 years and above	30	23.3
	Total	129	100.0

Source: *Primary Data (2022)*

The results confirmed that project of strengthening community sustainability through cooperatives implemented by Red Cross in Nyamasheke District was managed by majority of females than males. This is justified by 94 or (i.e., 72.9%) of females in the project, while 35 or (i.e., 27.1%) of males. Red Cross in Nyamasheke District respects gender balance involvement of stakeholders and employees in different opportunities.

Based on the marital status findings, Red Cross in Nyamasheke District have people in different status of the employees; the findings show 17 or (i.e., 13.2%) of respondents were single; the married participated in this study were 106 or (i.e., 82.2%) respondents; while widow (ed) is 6 or (i.e., 4.7%) respondent in Red Cross in Nyamasheke District.

Concerning to age of respondents, Red Cross in Nyamasheke District is hiring mature people, where majority of 81 (i.e., 62.8%) respondents have between 31-40 years old; which are followed by those 25 or (i.e., 19.4%) respondents who have age between 21-30 years. The 18 or (i.e., 14.0%) of respondents have between 41-50 years; while on 5 or (i.e., 3.9) respondents have 51years and above.

In regards with education level is very useful when they are hiring employees to work with the

project, Red Cross in Nyamasheke District who take care about education level, because it wants to hire skilled employees to enhance project performance implemented in Nyamasheke District.

There are no illiterate respondents participated in the study, 25 or (i.e., 19.4%) respondents have Bachelor's degree. The 81 or (i.e., 62.8%) respondents have Secondary school; 18 or (i.e., 14.0%) respondents confirmed that they have diploma, but they are still studying University, and 5 or (i.e., 3.9%) respondents have the professional courses.

During this study at Red Cross in Nyamasheke District, we want to identify the experience of respondents in project of strengthening community sustainability through cooperatives implemented by Red Cross in Nyamasheke District, where 25 or (i.e., 19.4%) respondents have less than 2years of experience in Red Cross in Nyamasheke District. The 23 or (i.e., 17.8%) respondents have between 2-3years of experience. The 51 (i.e., 39.5%) respondents have 4-5years, while 30 or (i.e., 23.3%) present experience of 5 years and above in project of strengthening community sustainability through cooperatives implemented by Red Cross in Nyamasheke District.

Correlation coefficient matrix between the variable understudy

This part gave exactly relationship between each sub-variable from independent variable to the dependent variables.

Table 2. Correlation Coefficient Matrix between the variables

		Stakeholders' needs and Expectation	Stakeholders' communication	Conflict management strategies	Stakeholders' participation	project stakeholder management	Project performance
Stakeholders' needs and Expectation	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	129					
Stakeholders' communication	Pearson Correlation	.885**	1				
	Sig. (2-tailed)	.000					
	N	129	129				
Conflict management strategies	Pearson Correlation	.730**	.757**	1			
	Sig. (2-tailed)	.000	.000				
	N	129	129	129			
Stakeholders' participation	Pearson Correlation	.835**	.894**	.672**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	129	129	129	129		
project stakeholder management	Pearson Correlation	.788**	.816**	.688**	.857**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	129	129	129	129	129	
Project performance	Pearson Correlation	.792**	.786**	.571**	.754**	.779**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	129	129	129	129	129	129

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

From the correlation matrix table 2 shows that there is a significant, and positive very strong correlation between Stakeholders' needs and Expectation, and Project performance as Pearson correlation are 0.792** with p-value of .000, which is less than standard significance level of 0.01. This indicates that out of other factors considered in project stakeholder management influencing Project performance, only Stakeholders' needs and Expectation has a significant effect of 79.2% on Project performance.

The study findings illustrated that there is a significant, and positive very strong correlation between stakeholders' communication and project performance as Pearson correlation is .786** with p-value is .000, which is less than

standard significance level of 0.01, and this indicates that, out of considered other factors of project stakeholder management, only stakeholders' communication has a significant relationship of 78.6% on project performance.

The results indicated existence positive and strong correlation between conflict management strategies and project performance as Pearson correlation is 0.571** with the p-value is 0.000, which is less than standard significance level of 0.01. This indicates that, out of the considered other factors that affecting Project performance, only a conflict management strategy has a significant relationship of 57.1% to project performance.

Findings confirmed that there is a significant positive and very strong correlation between

stakeholders' participation and project performance as Pearson correlation is .754** with the p-value is .000, which is less than standard significance level of 0.01. This indicates that, out of the considered other factors affecting project performance, only stakeholders' participation has a significant relationship of 75.4%. General findings showed that there is a significant positive and very strong correlation

between project stakeholder management and project performance as the Pearson correlation is .779** with the p-value is 0.000, which is less than both standard significance levels of 0.05 and 0.01. This indicated that effective project stakeholder management influence project performance, as it has a significant relationship of 77.9% with Project performance.

Multiple Linear Regression Analysis

The study shows $Y = a + bX$, where X is the explanatory variable and Y is the dependent variable (i.e.: project performance) where the independent variable which is project stakeholder management represented by x1 represents

Stakeholders' needs and Expectation, x2 represents stakeholders' communication, x3 is conflict management strategies, x4 is stakeholders' participation, and ϵ represents standard error.

Table 3: Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate
1	.820 ^a	.672	.661	3.02879

a. Predictors: (Constant), Stakeholders' participation, Conflict management strategies, Stakeholders' needs and Expectation, Stakeholders' communication.

The model summary in the Table 3 explain whether the model is a good predictor. From the results of the analysis, the findings showed that project stakeholder management represented by x1 represents stakeholders' needs and expectation, x2 represents stakeholders' communication, x3 is conflict management strategies, x4 is stakeholders' participation, have contributed $R=0.820^a$ of the variation in the project performance as explained by R^2 of **0.672**

which indicates that model is positive and strong, as the independent variable indicated by project stakeholder management highly explained the dependent variable (project performance of GIHOMBO and KILIMBI Sectors, NYAMASHEKE District) on rate of **67.2%**; and this showed that the model is a good prediction. This means that, **37.3%** of project performance come from other variables that are not included in Model of this research.

Table 4: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2326.846	4	581.712	63.412	.000^b
Residual	1137.526	124	9.174		
Total	3464.372	128			

a. Dependent Variable: Project performance

b. Predictors: (Constant), Stakeholders' participation, Conflict management strategies, Stakeholders' needs and Expectation, Stakeholders' communication

The results in table 4 above revealed that the level of significance was **0.000^(b)** this implies that the regression model is significant in predicting the

relationship between project stakeholder management represented by x1 represents Stakeholders' needs and Expectation, x2

represents stakeholders' communication, x3 is conflict management strategies, x4 is stakeholders' participation and project performance. The findings also showed level of f-test model is **63.412** which is positive with p-value of 0.000^b less than both standard significance levels of 0.05 and 0.01. This means that the study accepted and retained all alternative

hypotheses of this study that stated, "There are significant effect of Stakeholders' needs and Expectation, stakeholders' communication, conflict management strategies, stakeholders' participation on performance of SCSC in GIHOMBO and KILIMBI Sectors, NYAMASHEKE District."

Table 5: Regression Coefficients^a between the variables under study

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.627	1.044		2.516	.003
1 Stakeholders' needs and Expectation	.447	.116	.444	3.842	.000
Stakeholders' communication	.288	.122	.346	2.362	.002
Conflict management strategies	.099	.067	.119	1.472	.003
Stakeholders' participation	.133	.102	.154	1.308	.001

a. Dependent Variable: *Project performance*

The results from Table 5 indicated that Stakeholders' needs and Expectation has positive and significant effect on Project performance of SCSC in GIHOMBO and KILIMBI Sectors, as ($\beta_1 = .444$, $t = 3.842$; $p\text{-value} = .000$ less than 10%). $Y = \beta_0 + \beta_1X_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \epsilon$. However, Stakeholders' communication has positive and significant effect on Project performance of SCSC involved in in GIHOMBO and KILIMBI Sectors, Nyamasheke District ($\beta_2 = .346$, $t = 2.362$ and $p\text{-value} = .002$ less than 10%).

The results also indicated that conflict management strategies have positive and significant effect on Project performance of SCSC involved in GIHOMBO and KILIMBI Sectors, ($\beta_3 = .119$, $t = 1.472$; $p\text{-value} = .003$ less than 10%).

The findings indicated that Stakeholders' participation has positive and significant effect on Project performance of SCSC involved in in GIHOMBO and KILIMBI Sectors, ($\beta_4 = .154$, $t = 1.308$ and $p\text{-value} = .001$ less than 10%).

Conclusion and Recommendation

According to the results of the analysis, the research problem was resolved, the research objectives were met, and the research questions were addressed because of the findings. Therefore, the study's findings support the existence of a strong and favorable association between project stakeholder management on performance of SCSC.

To ensure enhanced Stakeholder involvement, we recommend Rwanda Red Cross to emphasize on importance of involving stakeholders in a project from the beginning up to the end in order to ensure the project impact in the community and to ensure what the community need from them. We recommend them also to build stronger collaborative relationship through continuous

engagement and information sharing as well as harmonization of stakeholder plans at all levels of National development, for instance signing together the district's performance contract.

Government should consider the Rwanda Red Cross intervention in alignment with their mission and vision instead of expecting them things beyond their mission.

For instance, government expect hard activities like building shelters, constructing schools and hospitals, school feeding while soft activities offered by many Rwanda Red Cross like capacity buildings, campaign of sensitizations are crucial to develop the community. Therefore, may the government pay attention on that? Last but not the least, all relevant stakeholders should always be identified from project inception and all

partnering, collaborative and other terms well explained to all stakeholders at all levels.

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