

Involvement of Stakeholders and Project Success in Rwanda with Reference to Rwanda Decentralization Support Project in the Ministry of Local Government

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Abstract

As shown in different research findings, projects in various areas including projects conducted by government do not satisfactorily involve local people who are the stakeholders because they seem to be less informed about their needs or have unstructured ways of expressing their wants yet they are the beneficiaries of the projects. This situation is among reasons for failures that, despite efforts of government of Rwanda to invest in all key areas of Country's development, a number of projects continue to fail. Hence, the researcher wanted to conduct a study to come up with findings on the contribution of involvement of stakeholders on the success of projects in Rwanda, using the research on Rwanda Decentralization Support Project in Ministry of Local Government (MINALOC) as a study case. The specific objectives of the study are to examine the influence of the involvement of stakeholders during the planning of the project on project success of Rwanda Decentralization Support Project, to establish the relationship between involvement of stakeholders in the project implementation and project success of Rwanda Decentralization Support Project and to analyze the impact of the involvement of project stakeholders during joint monitoring on project success of Rwanda Decentralization Support Project. The research used descriptive research design to the sample size of 144 respondents drawn from 181 of total population. Respondents were selected using simple random sampling technique and census. The researcher collected data using questionnaire and interview guide as data collection tools.

The researcher analyzed the collected data using SPSS version 21.0. The findings of the study have proved that there is a significant positive relationship between involvement of stakeholder in planning process of the project and action plans that responds to institution issues ($p=.889$ and $sig=.000$), between

involvement of stakeholders in planning process of the project and jobs created from grants provided to applicants ($p=.880$ and $sig=.000$), between involvement of stakeholder in planning process of the project and local government capacity building ($p=.891$ and $sig=.000$), between Involvement of Stakeholder in implementing a project and action plans that responds to institutions issues ($p=.885$ and $sig=.000$), between involvement of Stakeholder in implementing a project and jobs created from grants provided to applicants ($p=.880$ and $sig=.000$) between involvement of Stakeholder in implementing a project and local government capacity building ($p=.898$ and $sig=.000$) because all calculated p- values are less than 0.01 level of significance. Hence, on the basis of the findings of this study, the researcher would like to recommend to the employees of RDSP and senior staff of Ministry of Local Government (MINALOC), Rwanda Governance Board (RGB), Local Administrative Entities Development Agency (LODA) and Rwanda Association of Local Government Authorities (RALGA) to keep increasing the involvement of the stakeholders to enhance project success and the project beneficiaries to always be part of project to enhance project success. The study concluded by revealing that there is a significant correlation between involvement of stakeholders during planning, implementation and joint monitoring and project success.

Keywords: Provide about 4-6 key words which can identify the most important subjects covered by the paper. They must be placed at the end of the abstract

1. Introduction

In accordance with the Project Management Institute (2017), stakeholder involvement is one of the factors that influence project success. Baccarini (2009) conducted a study in 150 projects from 8 different sectors. This researcher revealed that

stakeholder involvement is the largest criteria for project success. On the other hand, the study of Johansen, et al., (2014) concluded that stakeholder involvement might be a challenge to project success in terms of generating uncertainties and disagreement due to a big number of decision makers.

In Africa, researchers like Lekunze (2001) conducted a study in Cameroon focusing on different project players' participation in water resources integration in community managed projects. The research revealed that organizations that practice stakeholder participatory approach that involves stakeholders in the project are more likely to succeed compared to those who do not apply this approach. Another study of Jetter, et al. (2016) and Amponsah (2012) conducted in the field of project management in Ghana demonstrated that the role and interests of project stakeholders are very critical to the project operations and success.

In Rwanda, like in any other developing countries, the issue of stakeholder exclusion in developmental project planning, implementation and monitoring is still crucial due to high rate of illiteracy, little competency and capabilities in running projects (UNDP, 2008). The report of OAG (2011) indicated that most of the projects owned by government fail because of lack of ownership of stakeholders, only because they were not involved in project activities, example being in energy and housing projects (OAG 2011).

According to Rwanda Governance Score Card, citizen participation and inclusiveness as one of the eight indicators tracked in this score card, stood at 76.48% in 2016. However, citizen participation as a sub-indicator performed relatively low at 61.93%. The Citizen Report Card (Rwanda Governance Board 2018) shows relatively lower citizen participation at 58.9% and 51% in 2016 and 2015 respectively compared to the Governance Score Card.

In some indicators, the level of citizen participation in government programs in CRC is generally below 50% which indicates less involvement of citizens. For instance, in 2016, citizen involvement in preparation of district budgets was 21.8 percent; preparation of district action plans at 24.3 percent; preparation of district performance contracts at 39.8% and decision making at 48.4 percent. The situation seems to be worse when it comes to projects externally financed, whose implementation is limited to the identified stakeholders with less mobilization of administration structures, especially from village, cells and sectors. In externally financed projects, involvement is limited and consequences are severe (Rwanda Governance Board 2018).

A number of government owned projects have failed due to the exclusivity of stakeholder; for instance, energy project, housing projects and EWSA projects due to less involvement of stakeholders (Christophe & Théoneste, 2015). In areas of governance, stakeholders' involvement in participatory development is also reported to lack coordination, coherence in providing guidelines and hence leading to high likelihood for failures while public funds were deployed to generate impacts. It is against this regard that a research is going to be conducted to find out the relationship that exists when stakeholders are involved during the phases of project planning, implementation and joint monitoring and the project success in terms of local government capacity building, local economic development infrastructures and quality of products produced after receiving grants for agribusiness, handcraft and value addition, supported by Rwanda Decentralization Support Project.

2. Review of Literature

2.1. Stakeholder Involvement

Engagement of Stakeholders is referred to as a process by which an enterprise interacts or communicates with its involved stakeholders so as to attain a result that is looked for and make the accountability enhanced (Phillips, 2003). To differing degrees, there have been always engagements of stakeholders by projects in either way. In history, engaging stakeholders have had intention to be much focused or reactive on mitigating risk.

Profits gained in engagement with stakeholders have included: trust building: truthful engagement efforts can increase relationships amongst an enterprise and its partners. Existing strains can be diffused by this situation and solving possible complications down the road can be made easier; managing risks: a good work with stakeholders can yield into a much of steady working atmosphere. It can also disclose crucial information, key for a corporation to proceed to making the decisions; brand enhancement: a company can improve the way it is visualized and its reputation by engaging with stakeholders. Investors, customers and other economically engaged stakeholders might also view this engagement as a factor that establishes a differentiation in the market; improved productivity: engaging with stakeholder is able to make identification of areas in which the project could be more efficient (Pajunen, 2006).

Hence, involving stakeholder is referred to as the process based on which individuals who are impacted by the decisions of the project may be

engaged in decision making or in influencing the decisions of the project through supporting or opposing the decisions within the organization operating for those individuals, to affect the long term goals and objectives of the project (Jones, 2017). The research here shows how involvement of stakeholders at planning, implementation and joint monitoring creates self-consideration in providing contribution, make them enthusiastic and increases their performance afterwards.

2.2. Project success

Salleh (2009) indicated that a project has success if it accomplishes the three outcome objectives at once which are of good time boundaries, range, and value, which is related to cultural views of managing projects as used by Munns and Bjeirmi (2006). It has implications of successfully achieving time, cost, quality objectives and the quality project process as well, Bhoola (2015). Turner (2004) identified the standard for judging success as being timely, into financial plan and as specified particularly for projects related to information technology.

Bhoola (2015) specified that the broader and long-term impact of the project is dealt with global success of the project, meaning both the success of project management and success of project product. Determination of the project management is done at the end of the project, which means in many cases, success criteria will be determined months or years after finishing the project, especially in areas of public projects. Hereafter, it is difficult to determine if a project has been successful if viewed from the above two success criteria (Bhoola, 2015).

The above literature reviews point to Steinfort and Derek (2011) who had concluded that there is need to investigate the successfulness of the projects based on viewpoints of dynamic stakeholders of the project staffs and also from viewpoints of recipients, their customer benefits, considering the other theoretical concepts as well as experimental review of critical success factors and criteria on any project.

The extent of the project success concerns the measurement of the status of execution of the intervention compared with its attained outcomes. The above two broad kinds of project success quantification have to be differentiated based on these two measures: projects inputs and project outputs/results.

Stakeholder involvement implies that project players are engaged in entire phases of project planning, implementation and monitoring with resources

control powers and on decisions made. In the project planning process, both inside and outside players have anticipated their roles as educating the participating people on the answers to their difficulties and then stakeholders contribute in terms of resources to sustain the project (Gonzalez & Garcia, 2018).

Most researchers in sphere of project administration specifically stakeholder involvement and project success have given less attention to the influence of involved stakeholders in project planning process, process of implementing a project and joint monitoring on project success. For instance, researchers like Heraviet al., (2015) and Gonzalez and Garcia, (2018) conducted studies related to stakeholder involvement and project success. However, they only focused on stakeholder involvement in enhancing project ownership; hence the difference between the previous studies and this study.

The empirical findings of the authors who attempted to conduct researches in the field related to stakeholder involvement and project success. However, most of these findings have given less attention to the link that connects stakeholders' involvement and success of the project such as Heraviet al., (2015) and Mnarana (2010). Those who attempted to establish a relation that exists when there is involvement of stakeholders in the planning process of the project, when implementing it and when doing a close follow up for its execution and the success of the project, measured the study variables other than project planning, implementation and joint project monitoring; action plans that respond to institution issues, job creation; and capacity building which form the specificity of this study. Hence the need to conduct this study that analyses the relationship between stakeholder involvement and project success.

The studies conducted by Heravi, et al., (2015) on the role of stakeholders' involvement in project management have proven that stakeholders' involvement ensures planning for capacity building. However, this study has given less attention to relationship between involvement of stakeholders and the success of the project. Another study conducted by Gonzalez and Garcia (2018) in Mexico on the effect of multi-stakeholder collaboration on project success revealed that that provision of local resources by stakeholder enhance project success, it also indicates that stakeholders enhance project success; it also indicates that stakeholders enhance project monitoring for the project success. However, this study of Gonzalez and Garcia, did not consider

involving stakeholders in the process of planning, implement and joint project monitoring.

The study conducted in Tanzania by Mnarana (2010) in relation to impacts from involving communities in undertaken project of school constructions in Tanzania proved that communities get involved by providing materials and collaborate to ensure ownership of the project. However, this study has given less attention project success in terms of action plans that respond to institution issues, job creation; and capacity building which form the specificity of this study.

In the study conducted by Christophe and Theoneste (2015) on the direct involvement of project stakeholders and project success in EWSA, the findings have shown that the involvement of EWSA staff, experts, management and local people on project planning have led to a great success of modern water supply company and forming network between experts of EWSA and Hamburg Wasser which led to improved success due to increased involvement of all stakeholders. However, all the previous studies have ignored the relation that exists between stakeholder involvement and project success. 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 involvement in the project and success of that project.

3. Materials and Methods

The descriptive research design was used to collect data that respond to research questions. Thus, qualitative and quantitative data was collected because of the nature of this research. Indeed, descriptive research design helps to provide answers to the questions of who, what, when and how associated with a particular research problem (Akhtar, 2016); and to describe the relationship that exists between stakeholder involvement and project success of Rwanda Decentralization support project. Descriptive research design was also used to obtain information concerning the current status of the phenomena.

This research considered 181 people that are classified into two main categories including 141 beneficiaries and 40 employees. Employees are people who are paid salaries on monthly basis and that have a working relationship with the project and by beneficiaries of Rwanda Decentralization Support Project in Ministry of Local Government are those people who received financial, institutional or capacity development support through Local Competitiveness Facility.

Table 3. 1 Categorization of Respondents

Departments	Target population	Sample Size	Sampling Technique
Employees	40	40	Census
Beneficiaries	141	104	Simple random
Total	181	144	

Source: RDSP, 2021

The questionnaire was used to get information from 25 employees of the project who are not in managerial position and 104 respondents who are the beneficiaries, located in districts of intervention but easily reachable since they can be accessed at districts offices. Hence, 129 respondents from both beneficiaries and employees were given questionnaires to fill during actual period of data collection.

The researcher interviewed 15 staff, respondents who are in managerial positions and it was easy to access them through visits in their different locations in Kigali. The interview guide helped the researcher to direct the conversation towards the main issues to be

studied or questions related to the topic (Akhtar, 2016). The visit to districts offices were facilitated by project focal persons, who convened respondents for meetings.

The researcher collected primary data from the respondents of Rwanda Decentralization Support Project who were selected to respond to both questionnaires and interview guide.

The researcher reviewed both qualitative and quantitative data from text books, journals, annual reports and national documentaries. The researcher also extracted information about the job created and capacity developed, improvement made by grants

given and other necessary information that indicates project success from project documentations such as annual reports, Technical and Financial Files and review reports.

The researcher tested the data to make sure that collected data are valid and reliable. This was done through a pilot study using 10 respondents who are other than the actual sample of respondents meaning they are among the other beneficiaries who were not selected to participate in this study, to test the reliability of the instruments and the collected data was analyzed to prove the reliability of the instruments after two phases of data collection that were done a week after to also test the repeatability and consistency of the information.

4. Results and Discussion

4.1. Demographic information

The personal information includes gender of respondent, education level of respondent, marital status of respondent, and category of respondent which helped the researcher to interpret the research results.

Table 4.1. Gender of respondents

	Frequency	Percent
Female	83	57.6
Male	61	42.4
Total	144	100.0

Source: Primary Data, 2021

Table 4.3. Education Level of Respondents

	Frequency	Percent
No formal education	26	18.1
Primary education	21	14.6
Secondary education	18	12.5
University	75	52.1
Other qualifications	4	2.8
Total	144	100

Source: Primary Data, 2021

The results in Figure 4.3 indicate that 75 (52.1%) of respondents who participated in this study have university level of education, 26 (18.1%) of respondents who participated in this study have no formal education, 21 (14.6%) of respondents who participated in this study have primary education, 18 (12.5%) of respondents who participated in this study have secondary education, while only 4 (2.8%) of respondents who participated in this study have other qualifications. Hence, this implies that a big number of respondents are well educated because

The results in Figure 4.1 indicate that 83 (57.6%) of respondents who participated in this study are female, while 61 (42.4%) of respondents who participated in this study are male. Hence, it implies that a big number of respondents who participated in this study are females.

Table 4.2. Marital status of respondents

Marital status	Frequency	Percent
Single	50	34.7
Married	77	53.5
Divorced	10	6.9
Widow/widower	7	4.9
Total	266	100.0

Source: Primary Data, 2021

The results in table 4.2. indicate that 77 (53.5%) of respondents who participated in this study are married, 50 (34.7%) of respondents who participated in this study are single, 10 (6.9%) of respondents who participated in this study are divorced, 7(4.9%) of respondents who participated in this study are widow/widowers. Hence, it implies that a big number of respondents are married meaning that they have a reason to be involved in project to enhance project success of RDSP in MINALOC, Rwanda.

they have university degrees and the information they provided are more accurate and reliable.

Table 4.4. Category of respondents

	Frequency	Percent
Project employees	40	27.8
Beneficiaries	104	72.2
Total	144	100.0

Source: Primary Data, 2021

The results in Figure 4.4 indicate that 104 (72.2%) of respondents who participated in this study are project beneficiaries, 40 (27.8%) of respondents who participated in this study are project employees.

Hence, this implies that a big number of respondents are project beneficiaries of RDSP in MINALOC, Rwanda.

4.5. Correlation Analysis

Table 4.5. Correlation analysis between stakeholders’ involvement and project success

		Action plans that respond to institution issues	Jobs created from grants provided to applicants	Local government capacity building
Involvement of stakeholder in planning process of the project	Pearson Correlation Sig. (2-tailed) N	.889** .000 144	.880** .000 144	.891** .000 144
Involvement of Stakeholder in implementing a project	Pearson Correlation Sig. (2-tailed) N	.885** .000 144	.880** .000 144	.898** .000 144
Involvement of stakeholder in joint project monitoring	Pearson Correlation Sig. (2-tailed) N	.892** .000 144	.890** .000 144	.915** .000 144

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

Source: Primary Data, 2021

The findings in Table 4.5. prove that there is a relationship between involvement of stakeholder in planning process of the project and action plans that responds to institution issues (p=.889 and sig=.000), between involvement of stakeholder in planning process of the project and jobs created from grants provided to applicants (p=.880 and sig=.000), between involvement of stakeholder in planning process of the project and local government capacity building (p=.891 and sig=.000), between Involvement of Stakeholder in implementing a project and action plans that responds to institutions issues (p=.885 and sig=.000), between involvement of Stakeholder in implementing a project and jobs created from grants provided to applicants (p=.880 and sig=.000) between involvement of Stakeholder

in implementing a project and local government capacity building (p=.898 and sig=.000), between involvement of stakeholder in joint project monitoring and action plans that responds to institutions issues (p=.892 and sig=.000), between involvement of stakeholder in joint project monitoring and job created from grants provided to applicants (p=.890 and sig=.000) and between involvement of stakeholder in joint project monitoring and local government capacity building (p=.915 and sig=.000); because all calculated p-values are less than 0.05 level of significance. Thus, implies that there is a positive and significant relationship between involvement of stakeholders and Success of Rwanda Decentralization Support Project in MINALOC, Rwanda.

4. 6. Regression Analysis

Table 4.6. Model Summary of stakeholders’ involvement and action plans that respond to institution issues

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.921 ^a	.847	.844	.55439

a. Predictors: (Constant), Involvement of stakeholder in joint project monitoring , Involvement of Stakeholder in implementing a project, Involvement of stakeholder in planning process of the project

Source: Primary Data, 2021

The results in Table 4.6. indicate that the R coefficient .921 reveals that Involvement of stakeholders has a positive relationship with Action plans that responds to institution issues.

The coefficient of determination .847 R square also indicates that Involvement of stakeholders explains 84.7% the progress variability in Action plans that responds to institution issues. Thus, it implies that predictors of Involvement of stakeholders such as

Involvement of stakeholder in joint project monitoring, Involvement of Stakeholder in implementing a project and Involvement of stakeholder in planning process of the project was by 84.7% in Rwanda Decentralization Support Project.

4.7. Analysis of Variance (ANOVA) of stakeholders' involvement and action plans that respond to institutions' issues

Table 4. 7. Analysis of Variance (ANOVA) of stakeholders' involvement and action plans that respond to institution issues

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	238.944	3	79.648	259.150	.000 ^b
Residual	43.028	140	.307		
Total	281.972	143			

a. Dependent Variable: Action plans that responds to institution issues,

b. Predictors: (Constant), Involvement of stakeholder in joint project monitoring , Involvement of Stakeholder in implementing a project, Involvement of stakeholder in planning process of the project

Source: Primary Data, 2021

The findings in Table 4.7. indicate that there is significant relationship between Involvement of stakeholders and Action plans that responds to institution issues because the calculated significance value .000 is less than 0.05 level of significance

(calculated sig. value.000< critical level of significance 0.05). Thus, the statistical model predicting the relationship between Involvement of stakeholders and Action plans that responds to institution issues is significant.

Table 4.8: Coefficients of stakeholders' involvement and action plans that responds to institution issues

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	.133	.104		1.279	.203
Involvement of stakeholder in planning process of the project	.290	.088	.295	3.311	.001
Involvement of Stakeholder in implementing a project	.284	.086	.285	3.298	.001
Involvement of stakeholder in joint project monitoring	.373	.082	.373	4.545	.000

a. Dependent Variable: Action plans that responds to institution issues

Source: Primary Data, 2021

The results in table 4.8. reveal that predictors of Involvement of stakeholders have positive coefficients that enhance positive effect on the progress of Action plans that responds to institution issues in Rwanda Decentralization Support Project.

The regression analysis shows that positive significant relationship exists between involvement of stakeholders and action plans that respond to institution issues because all the calculated p-values are less than 0.05 each. Thus, the coefficient gives

regression model, $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta$. Therefore, the model becomes $Y = .133 + .290X_1 + .284X_2 + .373X_3$, this regression equation shows that a positive significant relationship exists between predictors of involvement of stakeholders and action plans that respond to institution issues of Rwanda Decentralization Support Project.

The first objective of establishing the relationship between Involvement of stakeholder in planning

process of the project and Action plans that responds to institution issues has a positive and significant relationship ($b=-.290$ and $p=.001$). The second objective of establishing the relationship between Involvement of Stakeholder in implementing a project and Action plans that responds to institution issues has a positive and significant relationship ($b=.284$ and $sig=.001$), the third objective of establishing the relationship between Involvement of stakeholder in joint project monitoring and Action

plans that responds to institution issues has a positive relationship ($b=.373$ and $p=.000$). Thus, implies that there is a positive significant relationship between Involvement of stakeholders and Action plans that responds to institution issues in Rwanda Decentralization Support Project.

4.9. Model Summary of stakeholders' involvement and jobs created from grants provided to applicants

Table 4. 9. Model Summary of stakeholders' involvement and jobs created from grants provided to applicants

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.916 ^a	.838	.835	.57086

a. Predictors: (Constant), Involvement of stakeholder in joint project monitoring , Involvement of Stakeholder in implementing a project, Involvement of stakeholder in planning process of the project

Source: Primary Data, 2021

The results in Table 4.9 indicate that that the R coefficient .916 reveals that Involvement of stakeholders has a positive relationship with Jobs created from grants provided to applicants. The coefficient of determination .838 R square also indicates that Involvement of stakeholders explains 83.8 % the progress variability in Jobs created from grants provided to applicants. Thus, it implies that predictors of Involvement of stakeholders such as

Involvement of stakeholder in joint project monitoring, Involvement of Stakeholder in implementing a project and Involvement of stakeholder in planning process of the project affect the progress of Jobs created from grants provided to applicants by 83.8% in Rwanda Decentralization Support Project.

Table 4.10: Analysis of Variance (ANOVA) of stakeholders' involvement and jobs created from grants provided to applicants.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	236.815	3	78.938	242.232	.000 ^b
Residual	45.623	140	.326		
Total	282.437	143			

a. Dependent Variable: Jobs created from grants provided to applicants

b. Predictors: (Constant), Involvement of stakeholder in joint project monitoring , Involvement of Stakeholder in implementing a project, Involvement of stakeholder in planning process of the project

Source: Primary Data, 2021

The findings in Table 4.10 indicate that there is significant relationship between Involvement of stakeholders and Jobs created from grants provided to applicants because the calculated significance value .000 is less than 0.05 level of significance

(calculated sig. value.000< critical level of significance 0.05). Thus, the statistical model predicting the relationship between Involvement of stakeholders and Jobs created from grants provided to applicants is significant.

Table 4.11. Coefficients of stakeholders' involvement and jobs created from grants provided to applicants

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	.137	.107		1.275	.204
Involvement of stakeholder in planning process of the project	.253	.090	.258	2.808	.006
Involvement of Stakeholder in implementing a project	.286	.089	.287	3.230	.002
Involvement of stakeholder in joint project monitoring	.404	.085	.403	4.775	.000

a. Dependent Variable: Jobs created from grants provided to applicants

Source: Primary Data, 2021

The results in table 4.11 reveal that predictors of involvement of stakeholders have positive coefficients that enhance positive effect on the progress of jobs created from grants provided to applicants in Rwanda Decentralization Support Project. The regression analysis indicates that a positive significant relationship exists between Involvement of stakeholders and jobs created from grants provided to applicants because all the calculated p-values are less than 0.05 each. Thus, the coefficient gives regression model, $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta$. Therefore, the model becomes $Y = .137 + .253X_1 + .286X_2 + .404X_3$, this regression equation indicates that a positive and significant relationship exists between predictors of Involvement of stakeholders and Jobs created from grants provided to applicants of Rwanda Decentralization Support Project.

The first objective of establishing the relationship between Involvement of stakeholder in planning process of the project and Jobs created from grants provided to applicants has a positive and significant relationship ($b = .253$ and $p = .006$). The second objective of establishing the relationship between Involvement of Stakeholder in implementing a project and Jobs created from grants provided to applicants has a positive and significant relationship ($b = .286$ and $sig = .002$), the third objective of establishing the relationship between Involvement of stakeholder in joint project monitoring and Jobs created from grants provided to applicants has a positive relationship ($b = 404$ and $p = .000$). Thus, implies that a positive significant relationship exists between Involvement of stakeholders and Jobs created from grants provided to applicants in Rwanda Decentralization Support Project.

Table 4. 12. Model Summary of stakeholders' involvement and local government capacity building

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935a	.875	.872	.50479

a. Predictors: (Constant), Involvement of stakeholder in joint project monitoring , Involvement of Stakeholder in implementing a project, Involvement of stakeholder in planning process of the project

Source: Primary Data, 2021

The results in Table 4.14 indicate that that the R coefficient .935 reveals that Involvement of stakeholders has a positive relationship with local government capacity building. The coefficient of determination .875 R square also indicates that Involvement of stakeholders explains 87.5% the progress variability in Local government capacity building. Thus, it implies that predictors of

Involvement of stakeholders such as Involvement of stakeholder in joint project monitoring, involvement of stakeholder in implementing a project and involvement of stakeholder in planning process of the project affect the progress of Local government capacity building by 87.5% in Rwanda Decentralization Support Project.

Table 4. 13. Analysis of Variance (ANOVA) of stakeholders’ involvement and local government capacity building

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	249.631	3	83.210	326.550	.000b
Residual	35.674	140	.255		
Total	285.306	143			

a. Dependent Variable: Local government capacity building

b. Predictors: (Constant), Involvement of stakeholder in joint project monitoring , Involvement of Stakeholder in implementing a project, Involvement of stakeholder in planning process of the project

Source: Primary Data, 2021

The findings in Table 4.13 indicate that there is significant relationship between involvement of stakeholders and local government capacity building because the calculated significance value .000 is less than 0.05 level of significance (calculated sig.

value.000< critical level of significance 0.05). Thus, the statistical model predicting the relationship between Involvement of stakeholders and Local government capacity building is significant.

Table 4.14. Coefficients of stakeholders’ involvement and local government capacity building

Table 4. 14. Coefficients of stakeholders’ involvement and local government capacity building

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	.019	.095		.199	.842
Involvement of stakeholder in planning process of the project	.186	.080	.188	2.331	.021
Involvement of Stakeholder in implementing a project	.305	.078	.304	3.886	.000
Involvement of stakeholder in joint project monitoring	.478	.075	.475	6.396	.000

a. Dependent Variable: Local government capacity building

Source: Primary Data, 2021

The results in table 4.14 reveal that predictors of Involvement of stakeholders have positive coefficients that enhance positive effect on the progress of Local government capacity building in Rwanda Decentralization Support Project. The regression analysis indicates that a positive and significant relationship exists between Involvement of stakeholders and Local government capacity building because all the calculated p-values are less than 0.05 each. Thus, the coefficient gives regression model, $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta$. Therefore, the model becomes $Y = .019 + .186X_1 + .305X_2 + .478X_3$, this regression equation indicates that a positive and significant relationship exists between predictors of Involvement of stakeholders and Local government capacity building of Rwanda Decentralization Support Project.

The first objective of establishing the relationship between involvement of stakeholder in planning process of the project and local government capacity building has a positive and significant relationship (b=.186 and p=.021). The second objective of

establishing the relationship between involvement of stakeholder in implementing a project and local government capacity building has a positive and significant relationship (b=.305 and sig=.000), the third objective of establishing the relationship between involvement of stakeholder in joint project monitoring and local government capacity building has a positive relationship (b=.478 and p=.000). Thus, implies that a positive and significant relationship exists between Involvement of stakeholders and local government capacity building in Rwanda Decentralization Support Project.

Conclusions

From findings discussed in this paper, the research came up with conclusions as stated in below paragraphs.

First, the study concludes that involving stakeholders at the phases of project planning, implementation and joint monitoring has positively impacted the development of plans that respond better to the

institutions issues at very great instead. It allowed creating jobs from grants provided to beneficiaries in the business development. The study also concludes that involving stakeholders at project planning, implementation and joint monitoring allowed ensuring local government capacity building that encourages local people to take actions, fostered participatory processes and strengthened confidence and skills.

Second, findings indicate that all calculated p- values using Pearson correlation coefficients are less than 0.05 level of significance for all predictors. This allows to conclude that there is a positive and significant relationship between involvement of stakeholders and Success of Rwanda Decentralization Support Project in MINALOC, Rwanda.

The regression analysis shows that all coefficients of determination are above 0.8. Being close to 1 for all predictors of Involvement of stakeholders such as involvement of stakeholders in joint project monitoring, involvement of stakeholders in implementing a project and involvement of stakeholders in planning process, this allows to conclude that there is a positive relationship between stakeholders' involvement and project success in Rwanda Decentralization Support Project.

Based on the above, the researcher would like to recommend to the employees of Rwanda Decentralization Support Project and senior staff of the Ministry of Local Government (MINALOC), Rwanda Governance Board (RGB), Local Administrative Entities Development Agency (LODA) and Rwanda Association of Local Government Authorities (RALGA) to keep increasing the involvement of the stakeholders to enhance project success. The researcher would also like to recommend to the senior staff of local government, beneficiaries and local community to increase their role in promoting local government capacity in order to ensure success of local government projects in Rwanda.

In addition, researcher would also like to recommend to the project beneficiaries to be part of project from its design phase up to its closing to enhance project success. It is also recommended to the project beneficiaries to be involved in planning process of the project by providing necessary information to enhance capturing their priorities in programmatic efforts of the project in Rwanda for an increased success of the project in Rwanda.

Basing on the results of the findings, the researcher would also like to recommend to the local government officials to strengthen local government

action plans that respond to the issues of the local institutions and project that are conducted to local government levels.

The researcher would also like to recommend to the local government officials and beneficiaries of the grants to create jobs that benefit the community and enhance the project success in its locality of implementation.

Since Rwanda is still interested in knowing what has been negatively impacting the project success and that the country is promoting secondary cities and satellite towns, the interest in knowing how communities should be at the mobilized for the future projects development is key, to sustain investments.

Since the study did not look at the impact of involving stakeholders in project implementation on sustainability of its achievements, suggestion for further study is therefore to look at this aspect. This is suggested because sustainability of projects' recorded impacts continue to be a government and development partners' concern.

Again, the current study did not consider involving special categories of stakeholders (beneficiaries) such as people with disabilities in developmental projects especially in rural development and the impact it may bring to the project success. This is also suggested since the modern development agenda requests leaving no one behind if countries wish to record tremendous progress in driving their economies.

Finally, the gap that this study did not fill has been to target youth involvement as key players in developmental projects. This is suggested because youth is supposed to remain long, sustain and achieve new milestones ; so need to let them have some level of stake in what is being done in their respective areas.

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