

Contribution of Stakeholders Involvement in Monitoring and Evaluation Planning in Promoting the Funded Project Sustainability; A Case of Rwanda Health System Strengthening Project (RSSP)

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Abstract: *The study was conducted in RWANDA and delineated the contribution of stakeholders involvement in M&E planning within RHSSP in bringing up the sustainability of donor funded project not only in the early stage of planning of program whereby the participant is viewed as Consultant, or People to be informed about the progress of project plans but rather Involving or empowering them. There has been ever increased project sustainability due to a well design contribution of stakeholder involvement in M&E planning process as detailed and pointed out. Some studies concluded that stakeholder involvement in M&E Planning contribute to sustainability of donor funded project though their description and explanation were insufficient in exploring how participation employed by different stakeholder contributes to project sustainability. The general objective of the study was to assess the contribution of stakeholder's involvement in M&E planning in promoting sustainability of funded projects. Descriptive survey was used, the target population sample of the study was 109 respondents (M&E specialist & officers project Manager, partners, Beneficiaries, project's employees. This study used both primary data and secondary data, where questionnaire was used for data collection. Data collected was analyzed through SPSS version 21. Data analysis involved statistical computations for frequencies, percentages and correlation and regression analysis. Descriptive statistics and correlation (using Karl person's coefficient of correlation) were used to analyze the data and establish the relationship between the independent variables and dependent variables. Stakeholders' contribution, Stakeholder's participation and Stakeholders' communication contribute the project sustainability, where (R=0.953). This implies that Stakeholders' contribution, Stakeholder's participation and Stakeholders' communication have positive contribution on Project sustainability. The sig value (0.000) less than the level significance (0.05). The F-statistics (F=214.145) is far greater than the P-value (0.000). Using linear regression analysis from SPSS data bases, shows that Stakeholders' contribution, Stakeholder's participation and Stakeholders' communication were significant with (sig=0.000 and 0.01), this means that all variables influence the project sustainability. The conclusion drawn from the study is that stakeholders' involvement in various forms promoted project sustainability. These forms include resource mobilization, Collaborative partnership, Material contribution, advocacy, lobbying, information giving and consultation. In first instance, stakeholders' involvement in a project needs to be initiated from the planning stage in order to win support of various stakeholders. The support can be in form of material support, Resource mobilization, Knowledge and skills, involvements ensure sustainability through active participation in various aspects of resource mobilization, material contribution, collaborative partnership, consultation and information giving.*

1. Introduction

Globally billions of dollars have been spent on community to enhance and strengthen the living condition of people (Peter, 2015), M&E planning should begin during or immediately after the project design stage. Early planning will inform the project design and allow for sufficient time to arrange for resources and personnel prior to project implementation. M&E planning should also involve those using the M&E system. Involvement of project staff and key stakeholders ensures feasibility, understanding, and ownership of the M&E system.

While the targeted group are benefiting from the project they also appreciate it and term it as a success, apparently it is well known that what makes a project success is the level of involvement of stakeholders, this is what differentiate project success and failure (Peter, 2015).The situation has been contributed by multiple factors among them being poor involvement of stakeholder throughout the project life cycle (Bishop.C, 2010). One of the key factor is the manner

through which the project is planned and executed, it is critical to the success that various element of sustainability throughout each stage of the project process.

Most studies reveal that stakeholders involvement, Ownership and commitments to the monitoring and evaluation planning has helped to bring sustainability of intervention or initiatives, hence most of them emphasize on stakeholder driven approach if an intervention wants to maintain its presence after the exit of donor support (Peter, 2015).According to human capital, for a project to be sustainable, institutional management involved in project needs to be empowered in terms of information, skills and resource. The study will explore the contribution of the stakeholders involvement in M&E planning to the funded project within RSSP; will also study responded and added knowledge to previous studies and providing deep exploration of concepts and contribution related to the stakeholders involvement in M&E planning to the project sustainability.

For long time, the M&E system provides the information needed to assess and guide the project strategy, ensure effective operations, meet internal and external reporting requirements, and inform future programming. M&E should be an integral part of project design as well as project implementation and completion Stakeholder involvement in project has been long recognized a promoted worldwide by governments, NGO's, UN and World bank, this has also been outlined in UN declaration for Human Rights of 1948 by emphasizing on the participation of people in all segment during decision making as a right. Stakeholder involvement has been the term of any development initiative for over 50, though this term and efforts are being in plague by Criticism, there has been an assentation that , policy are formulated and will be practical only if there are locally accepted hence sustainability will be achieved.

2. Statement of the Problem

In most case the community and stakeholders are only viewed as beneficiary and hurdle in planning the project (Peter, 2015).According to (Greenhall, 2009)most of implementing partner find difficulties where the involvement of communities and other stakeholders are present as they have little competence capacities as well as illiterate in running the project, while (Karl, 2010) view local people participation in development intervention will achieve their objective if the targeted group or affected population will be included in the social change process. In spite of the fact that, some studies such as done by (Hodgkin, 2014)and (Tiffow, 2013)have argued that projects sustainability multi dimension factors should be taken into account among them being the social cultural, economic and conducive environment as well as the involvement of stakeholders play a major role in ensuring the sustainability of the program as all factors cannot be isolated from communities or the actors who had major influence on them.

In most and recent studies (Bal, 2013)and (Ngerwa, 2015) reveal that, there has been ever increased project sustainability due to a well design contribution of stakeholder involvement in M&E planning process as detailed and pointed out. Both studies conclude that stakeholder involvement in M&E Planning contribute to sustainability of donor funded project though their description and explanation were insufficient in exploring how participation employed by different stakeholder contributes to project sustainability.

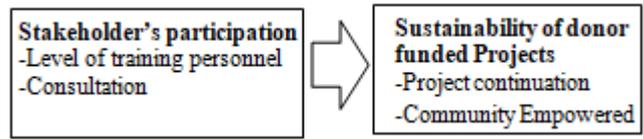
The study is conducted in Rwanda and it will delineate the contribution of stakeholders involvement in M&E planning within RHSSP in bringing up the sustainability of donor funded project not only in the early stage of planning of program whereby the participant is viewed as Consultant, or People to be informed about the progress of project plans but rather Involving or empowering them.

The main question was to know if there is any contribution made by stakeholders' involvement in M&E planning process in promoting, sustaining and strengthening the interventions before and after M&E planning process of funded donor project.

3. Objective of the Study

To assess the impact of stakeholder's participation in M&E plan for the funded project sustainability used in RHSSP.

4. Conceptual Framework



5. Research Design

According to (Odera, 2012)Research design is an outline or drawing from which something may be made. It is the plan or pattern that guides somebody who has some work to do, what to do and how to set about doing it. In order to have this work done, frequencies, percent, correlation and regression were statistically analyzed on each of the studies factors of variables. The researcher used descriptive research design.

6. Target Population

According to (Schinder, 2012), defined population as is the total collection of element about which we wish to make some inferences. The population of the study included the RHSSP staff members and stakeholders and it is composed of 150 populations.

Table 1: Whole population

Department	Number of population
Project's employees	65
M&E Specialist & officers in the Project planning	34
Beneficiaries	40
Partners	10
Project Manager	1
Total	150

Source: Researcher, 2018

7. Sample Size Determination

This research used a sample size of 109 respondents that was determined from a total population of 150 individuals using the formula by Yamane (2012). $n = \frac{N}{1+N(e)^2}$

Where

n = the desired sample size

e = probability of error (i.e., the desired precision, e.g., 0.05 for 95% confidence level)

N = the estimate of the population size.

$$n = \frac{150}{1+150(0.05)^2} = 109 \text{ Respondents}$$

Stratified random sampling technique was used to select respondents.

The population of RHSSP was comprised of 150 employees. Therefore, a sample of 109 employees was selected from 150 employees and stakeholder for analysis contribution of involvement of stakeholders in monitoring and evaluation planning to the sustainability of donor funded project and was given questionnaires. A simple random sampling

technique was employed in this study so that every participant was given an equal and independent chance to participate in the study.

This method permitted gathering of data from the respondents resulting in a description of the data. The questionnaires were distributed to the RHSSP employees and Stakeholders. The study areas were selected using purposive sampling method from the projects sector offices, which had greater impact to influence the quality of information. This purposive sampling method was selected because of different categories within the population of study in order to get reliable information.

8. Data Collection Instruments

In data collection process, the researcher used different types of instruments, the main were: Questionnaire and interview, were items designed to solicit information appropriate for analysis. Questionnaires primarily in survey research but also in experiments, field research, and modes of observation were designed. The questionnaire was preferred because the respondents were free to give answers to the questions.

9. Research Findings and Discussion

Regression Model

The impact of stakeholder's participation in M&E plan for the funded project sustainability used in RHSSP

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	.802	.752	.56429

a. Predictors: (Constant), Stakeholder's participation

R-square is equal to 0.802(80.2%), this implies that variations change in stakeholders participation influence the project sustainability, since the p value is 0000, this means that project sustainability in relation to Stakeholders' participation is statistically significant as seen further in ANOVA table below.

The rule of Thumb is that, usually an R square of more than 50% is considered as better. This study proves the rule of Thumb the R² is (0.802). This implies that Stakeholders' participation contributed 80.2% to the to the project sustainability.

Table 3: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	84.417	1	85.453	224.241	.000 ^b
Residual	25.637	107	.324		
Total	111.254	108			

a. Dependent Variable: project sustainability
b. Predictors: (Constant), Stakeholders participation

ANOVA results further show that Stakeholders participation explains project sustainability. The sig value (0.000) less than the level significance (0.05). The F-statistics (F=224.241) is far greater than the P-value (0.000) hence a further confirmation that stakeholder participation was significantly influenced the project sustainability

Table 4: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.125	.542		.159	.810	-1.001	1.245
Independent Variable1	.785	.014	.885	16.235	.000	.439	.462

a. Dependent Variable: project sustainability

From coefficient table above, the researcher came up with following regression equation in order to justify the study.

$$Y = \text{Project sustainability}$$

$$B_2 = \text{Constant Term}$$

$$B_1 = \text{Beta coefficients}$$

$$X_1 = \text{Stakeholders' contribution}$$

$$Y = 0.125 + .0785X_2 \text{ (Stakeholders Participation)}$$

Equation (ii)

The results indicate that Stakeholders' Participation have a relationship with Project sustainability. The significance is 0.000 which indicates that there is positive relationship between Stakeholders' Participation and Project sustainability.

10. Conclusions

The objective of the study was to assess the contribution of stakeholder's involvement in M&E planning in promoting sustainability of donor funded projects. The conclusion

drawn from the study is that stakeholders' involvement in various forms promoted project sustainability. These forms include resource mobilization, Collaborative partnership, Material contribution, advocacy, lobbying, information giving and consultation.

The study also concluded that the strength of stakeholders' involvement in promoting project sustainability has been portrayed in various forms including effective utilization of local knowledge and skills in project activities and use of local resources and materials. The study also noted that peaceful project environment, proprietor ship were essential for project sustainability.

As far as weaknesses of stakeholders involvement are concerned the study concluded that funds were not only directed to activities implementation but also relationship building hence reducing the level of implementation. The study also concluded that the action plans implemented were few and stakeholders were preoccupied with setting exit

strategy after the funding period. In addition the study concluded that there were some problems of stakeholders being superior over other.

The study conclude that stakeholders analysis was useful in analyzing and identifying the type stakeholders they can work with, The GOPP tool help them to distinguish the characters of stakeholders towards common goals achievement, the study also concluded that the level of power and interest had influence to the project sustainability.

11. Recommendation

Following the conclusion, a number of recommendations are made. In first instance, stakeholders' involvement in a project needs to be initiated from the planning stage in order to win support of various stakeholders. The support can be in form of material support, Resource mobilization, Knowledge and skills, involvements ensure sustainability through active participation in various aspects of resource mobilization, material contribution, collaborative partnership, consultation and information giving. Secondly, the study recommend more emphasize on effective utilization of stakeholders' strength, also the study recommend mitigation of weakness in order to reduce risk of project failure after the funding period. Thirdly, the study recommended that, stakeholders' analysis to be carried throughout the project cycle in order to ensure sustainability of project.

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