

# Factors Influencing Stakeholders' Participation in Sector Development Fund Projects: A Case of Kinigi - Kabuhanga Murram Road Project in Musanze District Rwanda

John Nganga Waweru<sup>1</sup>, Dr. Patrick Mulyungi<sup>2</sup>

<sup>1,2</sup>Jomo Kenyatta University of Agriculture and Technology

**Abstract:** Stakeholder's participation is an important aspect of public projects as it creates accountability and transparency during the implementation process. The objective of this study is to investigate factors influencing stakeholder participation in Sector Development projects in Kinigi Sector Musanze District in the republic of Rwanda. The study will be guided by three specific objectives, namely: To determine the level of stakeholder awareness in Sector Infrastructure development projects in Kinigi; To examine the influence of Governance and regulatory framework on stakeholder participation in Sector development projects; and to determine the influence of social capital on stakeholder participation in Sector Development projects. To assess the influence of competence of implementation team on stakeholder participation in SDP projects in Kinigi Sector. The study will use descriptive survey method whereby beneficiaries of the Murram road fund for the SDP in Kinigi Sector of Musanze District in Rwanda will be the target population. The sample size of 80 will be selected using simple multi-stage sampling selection method. 60 respondents will be from the members of the Sector. 20 respondents with experience in managing Sector infrastructure development projects will be selected using purposive sampling method. A standardized questionnaire, designed to include both closed and open-ended questions, will be used for data collection. Data analysis will be done using descriptive statistics such as frequencies, means, percentages, standard deviations and correlation. Data presentation will employ tools such as tables. The research will investigate issues like whether majority of the Sector members and beneficiaries are well informed about the presence of Sector Infrastructure development projects in their Sector. I will call out whether, their participation in identification of these projects in their sector is low or high. The research will look into the governance and regulatory framework to identify whether the laws, rules and structure are conducive or not to the participation of stakeholders' in Sector Infrastructure Development projects.

**Keywords:** Stakeholder, Stakeholder Participation, Sector Development Projects

## 1. Introduction

A project refers to a time-bound endeavor carried out by individuals working together to develop a unique item within a set budget and time to give tangible output (World Bank 2015). Project success is measured by a budget, expected deliverables, and time. However, other criteria have been applied to measure the performance of such projects including, social cost-benefit analysis, relevance, and sustainability (World Bank, 2006) (Rogues, 2005). Stakeholder management is, therefore, critical to the success of projects as it is for persons with a vested interest in the initiative being adequately involved. Execution of projects involves various stakeholders who influence the implementation process and outcome of projects. Agrawal, Britt, and Kanel (2010) opine that legitimacy, urgency, and power are critical stakeholders' characteristics. Thus, project management officer needs to create enough understanding these behaviors that change variables among various stakeholders during implementation. Participatory approaches to development have been adopted by most governmental and non-governmental development partners, as a solution to the failed poverty-reduction intervention of the last century (Kiarie, 2013). African countries, for instance, have gradually ratified laws and policies that encourage the citizenry to participate fully in their development programs (OXFAM-GB, 2009).

## 2. Statement of the Problem

Stakeholder participation in public projects has been emphasized for a long time, as the idea of 'decentralization' took center stage in the developmental discourses around the world (Mohammad, 2013). Indeed, stakeholder participation is considered to be one of the critical success factors in project management as it helps to reduce conflicts and other risks (Project Management Institute, 2000). In any developing country, bottom-up approach to development programs is the means through which governments achieve various goals such as poverty reduction through the adequate participation of the target beneficiaries (Oxfam-GB, 2009). The government of Rwanda has been undertaking various flagship projects while decentralized government bodies under the local government have established the schemes as a means for improving social-economic welfare at the grass roots. Further, some of the challenges relating to the Sector development projects have been attributed to lack of stakeholder participation, poor procurement, and poor governance among others. Studies done in various parts of the country have pointed out some barriers to public involvement including failure to involve local communities in the project cycle, poor governance among others. It is, therefore, important to undertake this study as a technique of showing the different elements improving stakeholder participation in Sector development infrastructure projects. It is, therefore, important to conduct this study as a way of

bringing out the various factors impinging on stakeholder participation in these Sector development projects.

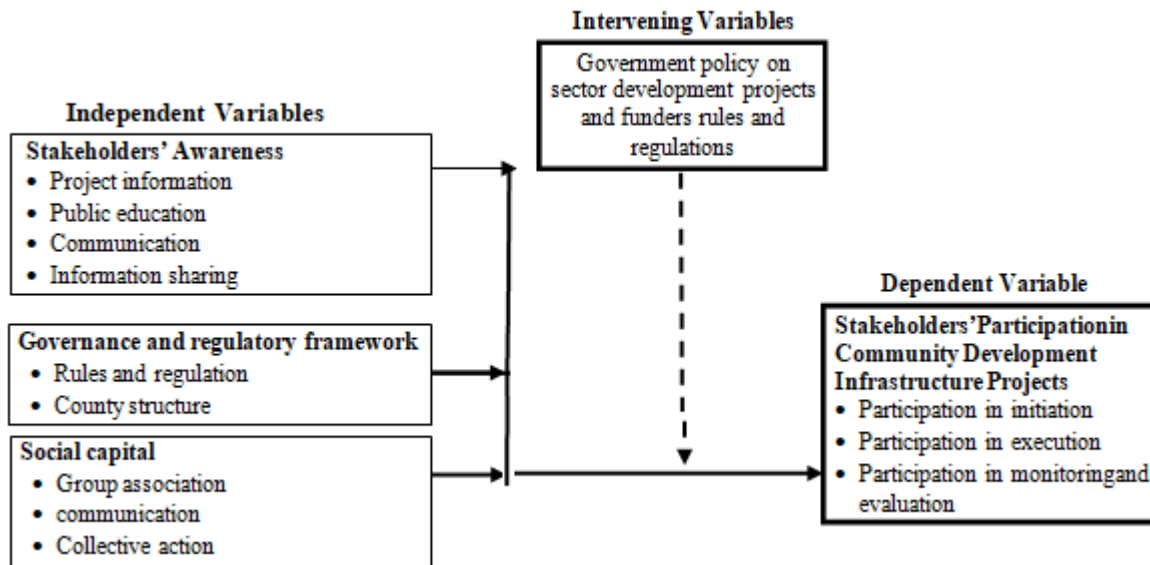
### 3. Objectives of the Study

The general objective of the study was to investigate factors influencing stakeholders' participation in Sector Development Fund projects with a case study of the KinigiMurram road project in Musanze District in Rwanda. Its specific objectives were:

- To determine how the level of stakeholder awareness influence stakeholder participation in the KinigiMurram Road project in Musanze District.

- To examine the influence of Governance and regulatory framework on stakeholder participation in KinigiMurram Road project in Musanze District.
- To assess the influence of social capital through levels organization of the community members on the participation of stakeholders in Sector Development projects in KinigiMurram Road project in Musanze District.

### 4. Conceptual Framework



### 5. Research Methodology

- **Research Design:** A descriptive survey was used in this study
- **Target Population:** The target population of this study comprised of the KinigiMurram road fund committee members, beneficiaries and staff members running funded Murram Road project in KinigiMusanze District. These respondents were selected because of their role in project implementation.
- **Data collection instruments** Data were collected using a standardized questionnaire to collect primary data. The questionnaire was designed to include both closed and open-ended questions
- **Data processing and analysis:** Descriptive statistics were used to analyze data by way of measures of central tendency such as rates, mode, mean, and measures of dispersion, the correlation among others. Quantitative data were analyzed using the "Pearson's product moment correlation" technique. The Pearson's Product Moment Correlation was also used to analyze the isolated independent and dependent variables (Kombo and Tromp, 2006). A statistical package for social sciences (SPSS) was used in analysis of the data.

### 6. Summary of Research Findings

#### 6.1 Stakeholders' participation and Community Development

The study sought to establish stakeholder's participation level in projects as shown in Table 4.2. From the findings, the study established that large number of respondents think that stakeholders' participation was not adequately addressed in sector development fund project activities with cumulative No 71% and Yes 29%

**Table 1:** Stakeholder participation in Sector Development projects

Response	Frequency	Percentage
Yes	32	29
No	78	71
Total	110	100

#### 6.2 Extent at which stakeholders' participation is incorporated in Sector Development projects

The study sought to establish the extent at which stakeholders' participation is incorporated in Sector Development projects. The findings are shown in Table 2 From the findings, the study established that most respondents concurred that stakeholders' participation is not well incorporated in Sector Development projects. 37.4% of the respondents concurred that it was incorporated to a very

low extent, 27.7% concurred that it was incorporated to a low extent .14.7% were undecided on whether stakeholders' participation is incorporated in sector development projects. 8.1% and 12.1% concurred that stakeholders' participation was incorporated and to a very great extent respectively.

**Table 2:** Extent to which stakeholders' participation is incorporated in Sector Development project

Response	Frequency	Percentage	SD
To a Very great Extent	16	15	7.2
To a great Extent	8	7	11.1
Neither Great nor Low	20	18	5.7
To a low Extent	32	29	8.9
To a very low extent	34	31	14.8
TOTAL	110	100.0	

### 6.3 Stakeholders' awareness and sector Development Projects

The study sought to establish Stakeholders' awareness levels. The findings are shown in Table 3 From the findings large number of people were aware about sector development projects in their Sector with cumulative Yes 86%, No 9% and No response 5% .This indicates high level of awareness about sector development projects in all the groups discussion held whereby participants were unanimously articulated their functions as set out under sector development regulated by sector development Acts of respective sectors, the guidelines in the ministry of local government and the ministry of finance national budget office and the district budgeting officer , which helped the counties to establish the Fund while adhering to established laws.

**Table 3:** Stakeholder awareness and Sector Development projects

Response	Frequency	Percentage
Yes	95	86
No	10	9
No Response	5	5
Total	110	100

### 6.4 Participation in implementation of any project in their Sector

The study sought to establish the level of Stakeholders' participation in projects in their sectors. The findings are shown in table 5 from the findings, the studies establish that stakeholders' participation in any other project in their sector to be very low. Table 3 shows that 23% of respondents having ever participated in any implementation of project in their sector as compared to substantial majority of 71% who have never participated in any other project.

**Table 4:** Ever participated a Sector development fund implementation project

Response	Frequency	Percentage
Yes	25	23
No	78	71
No Response	7	6
Total	110	100

### 6.5 Participation in Monitoring and Evaluation in Community Development project activities.

The studies sought to establish Participation in Monitoring and Evaluation of sector development project activities in their ward. The findings are shown in Table 6. From the findings, the study established that quite large of respondents have never participated in monitoring and evaluation activities in sector development projects with the cumulative of No 15% and Yes 85%. This is justifiable indication that most of stakeholders of sector development projects are not been involved in monitoring and evaluation in entire activities.

**Table 5:** Ever participated in monitoring and evaluation in Sector Development projects

Response	Frequency	Percentage
Yes	17	15
No	93	85
Total	110	100

### 6.6 Participation of all in SD development projects.

The study sought to establish whether the respondents think SD development projects in the ward have been implemented through participation of all. The findings are shown in Table 7 From the findings, the study established that SD projects have very low stakeholder participation with cumulative of Yes 17% as compared with substantial majority (75%) respondent negatively on this study attribute.

**Table 6:** Implementation of SD development projects through participation

Response	Frequency	Percentage
Yes	19	17
No	83	75
Uncertain	8	7
Total	110	100

### 6.7 Correlation Analysis

Correlation analysis was done to establish the relationship between the independent variables; Stakeholder awareness, Governance and regulatory framework and Social capital against the dependent Variable stakeholders' participation. If the correlation coefficient is closer to zero, the correlation between the variables is weak. If the correlation coefficient is closer to one, the correlation between the variables is strong. In addition, a positive correlation coefficient shows a direct relationship between the variables while a negative correlation coefficient shows an inverse relationship. These results are presented in Table7. The results show that there is a positive correlation of 0.735 between Stakeholders' awareness and Stakeholder's participation. There is a positive correlation of 0.3050 between Governance and regulatory framework and Stakeholders' participation. There is a positive correlation of 0.6931 between Social capital and Stakeholders' participation. This shows that with proper condition, there will be an improvement in stakeholders' participation.

**Table 7:** Correlation Analysis

Variables		Stakeholder participation
Stakeholder awareness	Pearson Correlation	0.735
	Sig. (2-tailed)	0.000
	N	110
Governance and Regulatory framework	Pearson Correlation	0.3050
	Sig. (2-tailed)	0.000
	N	110
Social Capital	Pearson Correlation	0.6931
	Sig. (2-tailed)	0.000
	N	110

## 7. Conclusions and Recommendations

### 7.1 Conclusions

The following are the conclusions made from the study the three variables; Stakeholders' awareness, governance and regulatory framework and social capital can influence positively or negatively of how stakeholders participate in SDF projects.

- (i) For many stakeholders to participate in SDF projects, they must be involved in identification, implementation and monitoring and evaluation activities. Furthermore, the venue that the organizers use must be the one that is reachable to most of the stakeholders. In the study stakeholder awareness was the most challenging variable of the three variables studied.
- (ii) Based on the study, it can be concluded that governance and regulatory framework upon which the SDF projects are anchored have important bearing on the extent of at which stakeholders participate. So far rules and regulations are weak in terms of promotion of stakeholders' participation in SDF projects. Internal structure of most SDF projects also lack broader representation and therefore affecting participation in these projects.
- (iii) With respect to social capital the more the members belong to a welfare group, an association or self-help group within their locality the more it increases the frequency of stakeholders, participation in SDF projects.

### 7.2 Recommendations

The following are the recommendation of the study;

- (i) There is need for various actors in the SDF projects ranging from the government, the civil society and the private sector to appropriate strategies for promotion of Stakeholders' participation in the SDF projects. Possible actions in this direction would entail greater campaigns and awareness creation about the importance of stakeholders' participation.
- (ii) There is need to change rules and regulations upon which the SDF project is anchored. This should be done to make conducive and mandatory for stakeholders to participation in projects identification, M&E and implementation. This will ensure that the objectives of these projects are realized.
- (iii) For a positive outcome of stakeholders, participation activities, the implementation team need to be trained on the best practice on how to handle these activities.

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