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INFLUENCE OF STAKEHOLDER'S ENGAGEMENT ON PROJECT SUCCESS IN RWANDA; A CASE OF PRISM PROJECTS (2019 – 2022)

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Abstract

This research is investigating the influence of stakeholder's engagement on project success in Rwanda, a case of Prism Projects. This research achieved the following objectives : to determine the influence of involvement of local stakeholders on success of Prism Projects ; to examine the influence of clarification of responsibilities on success of Prism Projects ; to establish the influence of team collaboration on success of Prism Projects and to evaluate the influence of communication of stakeholders on success of Prism Projects. All the respondents from the population of Prism Projects to respond to research questionnaires. The results indicated that involvement of local stakeholders has a positive and significant effect on success of Prism Projects by Prism Projects (β1= 0.438; t=5.970; p-value < 0.05). This means that 1% change in clarification of responsibilities leads to an increase of 0.438% change in success of Prism Projects by Prism Projects. The results again indicated that there is a positive and significant effect of clarification of responsibilities at Prism Projects (β2= 0.124; t=2.204; p-value < 0.05). This means that 1% change in communication of stakeholders leads to at least 0.234% change in success of Prism Projects by Prism Projects. Findings revealed that team collaboration and significant effect on performance of coffee projects by success of Prism Projects (β4= 0.228; t= 4.261; p-value < 0.05). In regards to focus areas of project identification, Prism Projects should strive to ensure that more focus is directed towards indicators of the project and the components and deliverables of the project. Regarding the influence of planning on the performance of the project, Prism Projects needs to adopt planning practices that involve different levels of stakeholders more, and most especially community members.

Keywords: blended learning and teaching approach, academic performance of 3rd year early childhood education.

Introduction

Worldwide, development agencies in developed countries began to introduce concepts of stakeholder's engagement in projects and programme in the late 1970s and early 1980s after lack of stakeholder's engagement was identified as a reason for the failure of many projects for its success. Initially, emphasis was on popular stakeholders. In the past decade the promotion of stakeholder's engagement in development has become more widespread and the focus has widened to include other stakeholders as well. Stakeholder's action research aims to address both the practical concerns of stakeholders and the goals of research through people working together collaboratively on coffee projects. It is a political process because it entails people making changes together that affect others in their performance of the projects (Megan, 2015).

United State of America, stakeholder engagement is to build mutually beneficial in the project for long-term relationships with those who are affected by, or who can affect, a site or Anglo American more broadly. The more effectively sites engage, the more able and likely they are to address issues important to stakeholders. This leads to higher levels of trust and acceptance, (Barbara, 2015). These trends also have implications for how companies engage with stakeholders. Business leaders can no longer control the timing, content, or interpretation of the information that is disclosed about their projects. Transparency, timeliness, and accountability are increasingly emerging as fundamental

characteristics of effective stakeholder engagement. Properly developed, these approaches can help project enhance their performance of operation and help communities become more resilient (Jones, 2016).

Europeans' countries like German, United Kingdom and Suisse, Stakeholder's engagement can take place in different places of the project cycle and at different levels of society, and take many different forms. These can range along a continuum from contribution of inputs to predetermined projects and programmes, to information sharing, consultation, decision-making, partnership, and empowerment. Stakeholder's engagement is both a means and an end. As a means, it is a process in which people and communities cooperate and collaborate in development projects and programmes. As an end, stakeholder's is a process that empowers people and communities through acquiring skills, knowledge, and experience, leading to greater self-reliance and self-management (Hermanta, 2016).

In addition, Phua (2014) and Hermanta (2016) says that stakeholders are an integral part of a project and that projects can best achieve their objectives by integrating extended stakeholders in their core organizational strategies and operations organizational strategies and business. Newcombe (2015) defines project stakeholders as groups or individuals who have a stake in or expectation of the project performance and include clients, project managers, designers, subcontractors, suppliers, funding bodies, users and community at large. Identifying the most influential is essential for stakeholder engagement. Mitchell (2017) offered stakeholder saliency as a means of conceptualizing and measuring the validity of stakeholder claims. He defined stakeholder saliency as the extent to which a stakeholder is powerful, legitimate, and the claim is urgent, and suggested that stakeholder engagement helps managers of projects to identify who and what really matters in any given stakeholder decision. Stakeholder's engagement is nowadays a key element of projects performance. Stakeholders and citizens no longer accept to be the subject of an intervention without a certain degree of engagement and consultation. They want to make their voice heard and Policy makers will have to listen (European Network of Education councils, 2015).

Africa countries like Nigeria, the World Bank recognizes stakeholder's engagement as key for effective projects performance. Stakeholders of any project in a community need to have decisions concerning the project, and where possible to take part in its development and manage it on completion as well as with achieving its goals. This can be achieved through stakeholder's engagement, which according to Cernea (2015) is defined as "an active process by which stakeholder's groups influence the direction and execution of a development project with a view to enhancing their well-being in terms of income, personal growth, self-reliance or other values they cherish". The context of stakeholder's engagement should focus on the participation of beneficiaries, and not that of government personnel; that the joint or collaborative engagement of beneficiaries in groups is a hallmark of stakeholder's participation.

Stakeholder engagement in Africa can be a rewarding experience when the engagement process is customized based on individual stakeholder needs. Diverse stakeholders in the project can have a positive impact on project activities as well as its performance, as feedback and inclusion can provide a different perspective on the competitive in business project. This is a valuable opportunity that a project takes advantage to improve projects performance and advance project strategies (Francis and Tubey, 2017). Projects realize and understand the difference between stakeholder engagement groups and their capacity accordingly on local customs, cultures, traditions, values, diversity, and religious beliefs for effective and sustainable engagement. Only when project is aware of the various aspects that are significant to individual stakeholders can they create effective engagement strategies, as many of these aspects will impact the engagement process for project performance (Kirsi, 2016).

Stakeholder engagement in Kenya is a bidirectional process whereby an organization or a research team involves relevant stakeholders. Stakeholder engagement to strengthen referral of appropriate cases is crucial to realign the project success and policy makers by improving relevance of strategies and accelerating project performance. Therefore, stakeholder's engagement is powerful tool of any project performance and being a valuable addition that helps make the project more successful (Conley & Moote, 2016). Relying on stakeholder's engagement could also affect the quality and accuracy of science because a compromise must be made to accommodate their views, at the expense of scientific knowledge (Du Toit, *et al*. 2014).

This policy brief describes the results on how different sectors stakeholders from different cooperatives, government, exporters, non-profit organizations, and academia prioritized challenges in the industry between 2015 and 2018, and what

they believed could help improve farmer investment. Different countries were a research project implemented by Michigan State University, University of Rwanda, Institute for Policy Analysis and Research, and the Global Knowledge Initiative in Rwanda which focused on farmer investment and productivity of coffee. The program included components on applied policy, household, and agronomic research, capacity building, and policy engagement. Research studies have highlighted the importance of considering stakeholders in project management, particularly in stakeholder engagement and management processes. The engagement of stakeholders in project activities can lead to better decision-making, improved communication, and increased project support. However, the lack of stakeholder management can result in project delays, cost overruns, and project failure (Freeman, R. E. (2010). The study aims to examine the influence of stakeholders on project success and identify the factors that contribute to effective stakeholder management.

Statement of the Problem

Rwanda has been said to be among the top performers in Sub Sahara Africa countries in achieving high performance in different projects especially in coffee, (African Development Bank, 2015). Experience has shown that this performance doesn't enhance stakeholder's engagement especially in performance of coffee projects and there is lack of understanding of the development process itself, (Stiglitz, 2015). Here it is observed that the project is not performing well because of projects implementers do not want to share ideals with stakeholder's where the secret of the project still remains for implementers thus hamper project performance, lack of stakeholder's participation in monitoring and evaluation process caused many projects of Rwanda in general failed. The government of Rwanda has created a lot of development projects for different areas, and it put a lot of energy for those projects to succeed. The pressure from different donors at times forces the project managers to act beyond the normal management principles (Belagis, 2018).

Review of Literature

Conceptual Review

Concept of involvement of local stakeholders

Involving stakeholders in the project requires to identify them, to analyze them, to communicate with them and then to involve them in a project life. One of the first steps in project management planning is the identification of stakeholders. According to Mark (2013), Stakeholder identification is the process used to identify all stakeholders for a project. It is important to understand that not all stakeholders will have the same influence or effect on a project it is important to begin thinking about them now and helps provide a systematic way to identify stakeholders. An outcome of identifying stakeholders should be a project stakeholder register. This is not where the project team captures the names, contact information, titles, organizations, and other pertinent information of all

The study done by Njogu (2019) indicated that 38% failed project success was caused by lack of effective collaboration and poor communication of stakeholders. Further, the coffee project in Est Africa are more likely to experience poor performance at the extent of 48% due to ignoring the beneficiary's participation, poor allocating and implementing assigned responsibilities for the project stakeholders (Nduta, 2021). According to Mansuri (2019), coffee projects in Rwanda are failed to perform well due to the different issues such as poor communication between stakeholders and communities, lack of beneficiaries' participation, lack of engagement for local stakeholders, lack of clarification of responsibilities and poor strategies to facilitate team collaboration. By consideration of above issues, that is why this research intended to find out the influence of stakeholder's engagement on project success in Rwanda with reference of Prism Projects as case study.

Research objectives

The objective of the study was categorized as general and specific objectives as shown below:

General objective

The general objective of this study is to assess the influence of stakeholder's engagement on project success in Rwanda.

Specific objectives

i) To determine the influence of involvement of local stakeholders on success of Prism Projects;
ii) To examine the influence of clarification of responsibilities on success of Prism Projects;
iii) To establish the influence of team collaboration on success of Prism Projects;

Research hypotheses

i. **H_{01} :** There is no significant influence of involvement of local stakeholders on success of Prism Projects;
ii. **H_{02} :** Clarification of responsibilities does not have influence on success of Prism Projects ;
iii. **H_{03} :** There is significant effect of team collaboration on success of Prism Projects.

stakeholders, nor will they be affected in the same manner.

As argued by EPO (2016), Stakeholders can be identified often during the preparation of other project planning deliverables. There are many ways to identify stakeholders for a project ; however, it should be done in a methodical and logical way to ensure that stakeholders are not easily omitted. This may be done by looking at stakeholders organizationally, geographically, or by involvement with various project phases or outcomes. Phil (2013) highlighted that another way of determining stakeholders is to identify those who are directly impacted by the project and those who may be indirectly affected. This is a necessary tool during Stakeholder Management and will provide significant value for the project team to communicate with stakeholders in an organized manner.

To identify stakeholders, Ismek (2014) suggested techniques to use such as to be systematic by considering all aspects of the projects area of influence, to remember the interest groups, also to identify those groups or organizations that are not directly impacted by the project but whose interests determine them as stakeholders. Then use past stakeholder information by referring to previous similar projects can save time and flag up stakeholders risks, liabilities, or unresolved issues that can then be included in the analysis, Consider the entire project lifecycle because it is important to remember that both stakeholders and their interests may change as the project progresses, Consider all stages of the project when drawing up the stakeholder list and review it regularly as the project progresses and Consider People matter although stakeholders may be both organizations and people, ultimately in communicating with individual people; make sure that you identify the correct individual stakeholders within each stakeholder group. After using these techniques, it is a time of identifying the stakeholders who are able of helping the project to succeed.

According to Bryson (2014) the second step of involving stakeholders is the stakeholder analysis. He avowed that Stakeholder analyses are now arguably more important than ever because of the increasingly interconnected nature of the world. According to Mark (2013) the stakeholder analysis process requires a close look at each stakeholder to gather more in-depth information in order to understand their impact, involvement, communication requirements, and preferences. These are the types of questions that must be answered to provide a complete analysis. According to Scott (2016) Many times a project team will create the stakeholder analysis by using the stakeholder register and simply adding a greater level of detail to each entry. It is recommended to leave these documents separate and create a stakeholder analysis independent of the register. The analysis may contain information that should not be distributed freely to all of the stakeholders as the register should be. In addition to the general information contained in the stakeholder register, the stakeholder analysis contains other relevant information for the project implementation barriers and the way of mitigation. Another stage of involving stakeholders is the communication. According to Shyla (2013) communications are most effective at engaging stakeholders when those stakeholders feel there is an opportunity for their voice to be heard, or for them to influence the outcome in some way. So, it's not just about Symantec telling people what we're doing, but it is about listening to diverse opinions and giving our stakeholders especially employees a sense of ownership in outcomes.

2.1.2 Clarification of responsibilities

Another important characteristic of effective teams is clear roles and responsibilities of team members. Roles that clearly delineate responsibilities from the beginning to the end of the tasks assigned help team members work together effectively (Kelly 2017). Team members need to understand their role in maintaining or supporting the team processes based on their function on the team and how they are expected to contribute the skills and expertise they bring to the team (MacMillian, 2014).

Teams function most efficiently when members share a common understanding of each other's' roles and responsibilities. Indeed, one of the reasons why teams fail is a lack of clarity among team members regarding their respective roles, responsibilities, and the expectations they hold of one another when working together to accomplish their vision, mission, goals, and objectives. When roles and responsibilities are clearly defined, team members are more productive. There is less duplication of effort; less confusion, disappointment, and frustration; and greater productivity. When roles and responsibilities are clearly defined, team members look beyond their own individual positions and learn to understand, respect, and value the unique contributions of one another, and they recognize that the overall success of the team is a function of shared responsibility and ownership (Fanuel, 2016).

2.1.3 Team collaboration

Several models have been developed to present the necessary characteristics of effective teams. To

discuss those characteristics, they have been grouped into six categories: team leadership, team direction, adequate resources including physical, financial, human and time; information; team processes and clear roles and responsibilities.

Team leadership

The leadership of a team is critical to its success whether the leader is appointed by a Project or selected by team members as discussed by MacMillian (2016) indicated that the leadership must be accepted by the team members. Research indicates that a leader's ability to serve as a facilitator is critical to the success of team according to (Holpp, 2015). A leader, whether designated by management or elected by the team members, that pulls out initiative, creativity and motivates exceptional levels of individual and collective performance from all team members leads to an effective team; Kelly, (2017). As teams develop many become self-directed and if those teams are to be successful it is recommended that all team members should have the same leadership skills and attributes as the team leaders as discussed by Campion (Hackmann & Walton, 2016).

Team direction

It means that if there is a group of people who have the same thoughts and goals about the success of the company, then these people should work under one team, one plan and headed by a single supervisor to make sure that these goals and objectives that they have been met for the growth and success of the company (Hitesh Bhasin 2019).

Team Information

According to Axley (2014) there are two approaches that define communication in a team setting: the information engineering approach and the social construction approach. The information engineering approach defines communication as the linear transmission of messages through a conduit. According to Feldman (2016), Effective communication is therefore the accurate and unbroken transmission of information that results in understanding, such that receivers decode sent messages. Physical noise and psychological noise in the system comprise the main barriers to effective communication.

This model treats communication as a defined process that occurs within an already established social context. It does however limit the ability to appreciate powerful social dynamics. The social construction approach emphasizes how team communication can create the dynamic context in which people work. This view maintains that communication, rather than just a neutral conduit, is the primary social process through which a meaningful common world is constructed, as discussed by Craig (2017). From this perspective, efforts to improve information transmission are limited as they do not address how patterns of communication create and sustain a team's definition of itself.

Thus, team communication is both about transmission and social construction of reality, encompassing the explicit and implicit frameworks the team develops regarding appropriate goals, roles and behavior. Within a team, effective communication can create a centripetal force to draw team members as stressed by Eisenberg EM, (2018).

Resources

Resources represented by the people within the organization are visible and tangible resources and the characteristics of the people (qualities, knowledge, skills, manners, aspirations, expectations, values, behavior, etc.) and their relationships are perceived only as manifestations in the processes of work within the organization without taking physical, tangible shapes. Formal and informal resources are an awareness and consideration of the duality of formal and informal manifestations are important to any organization. By strategy, policies, regulations, methods, procedures, etc. people are given a certain way of deciding, acting and behaving (formal elements). In fact, all people in the organization have individual and informal group manifestations (objectives, roles, behavior norms, relationships, etc.) that strongly influence the functionality and results of the individual as well as of the others and of the organization (Erasmus, 2016).

Team processes

Groups of people working together for a common purpose have been a fundamental building block of human social organization. However, the modern concept of work in large organizations, developed in the late nineteenth and early twentieth centuries, involves work activity being conducted as a collection of individual jobs (Engels 2014).

A variety of global forces have unfolded over the last two decades which have resulted in a changing landscape in which organizations operate. For example, the need for organizations to respond to increasing national and international competition (Von Treuer & McMurray 2012) has highlighted the need for skill diversity, high levels of expertise and adaptability (Kozlowski & Ilgen 2016). Organizations worldwide have been pressured to restructure work around teams to enable more rapid, flexible, and adaptive responses to the unexpected. This shift in the structure of work has made team effectiveness a salient organizational concern (Kozlowski & Ilgen 2016).

Communication of stakeholders

Make occasions when info should be presented. These are for example Meetings One of the most common ways to communicate. They can vary from only person to thousands based on message and audience appropriate. It is up to you to maximize every minute of the time spent to have dialogue. Make sure it is a dialogue and not a monologue. It is the best way as you have the verbal and nonverbal cues that enhance the communication and avoid misinterpretation (Grurk, 2016).

Conference calls. These days this is the most common as it does not require the time and expense of travel. The dialogue can take place though it's dependent on voice intonation and clarity of the verbal message. They only require cost of phone call and there are many paid and free services that will facilitate use of a conference call line for many people to dial into. It's also a common way for classes to be recorded and replayed when it's convenient for you. Newsletters/Email/Posters. This strategy is one way communication and utilizes emailed updates, hard copy brochures, and posters, newsletters mailed or emailed. One of the weaknesses is that messages are delivered, and you cannot gauge if they were read and understood, deleted as sometimes there is no feedback (Grurk, 2016). That immediate feedback is valuable for strengthening your message and making sure impacts and feedback are quickly received.

Informal Methods : It is important to not only rely on formal channels but to utilize informal communication as well. The impromptu channels are often more information rich and critical for relationship building. Hallway Conversations, Bathroom conversations **:** These meetings are great for one-on-one communication, but also be clear and do not establish false expectations with casual comments dropped. Lunch Meetings : Drink at the bar after work. These casual environments can be great for connecting, getting feedback, ideas, and work to build support. Sporting events : tennis, golf, etc. are an easy forum to get the input on what support exists, feedback on ideas, brainstorming to strengthen your communication and build stakeholder support. Voice mail : This is often underutilized since email is so common but still shown to be more often listened to than an email will be read. By using voice intonation for excitement, urgency, etc; it can be more compelling. This can be a solo voice mail, a voice mail broadcast to large team or you could pursue use of automated calling to get the word out depending on the size of audience. Ian (2014) continues by expressing that the following are strategies to use in stakeholder communication like Understanding: Stakeholders must understand what you are trying to achieve.

Communication with employees and labor unions, for example, builds an understanding of your goals and the benefits to the audience if they help you achieve those goals. Communication with investors and shareholders helps you attract the funding you need for important investments. If you plan changes in your business that will have an impact on the local community, communication with local government agencies, pressure groups and the community will build an understanding of your aims (Ian, 2014).

Influence-Communication helps you to build positive relationships with people and organizations, such as the media or special interest groups, who influence other stakeholders. Press releases, interviews with journalists and meetings with interest groups build understanding and ensure that communications from those groups reflect your point of view.

Dialogue-Communication with stakeholders builds dialogue. By setting up forums or inviting other forms of feedback, you can gain a better understanding of your stakeholders' interests and attitudes so that you can fine tune your communications. Using forums or other social media to communicate enables you to respond to critical comments or correct any misunderstandings. Communicating through social media can also spread your message further as stakeholders share attitudes with others. Power-Your communication program must focus on the stakeholders who have the greatest influence on your success (Ian, 2014).

If government agencies or industry regulators are considering legislation that could cause problems for your business, for example, concentrating your communications on those groups ensures that they take your point of view into account. Relationships-Communicating regularly with stakeholders and creating a positive understanding can help you build effective long-term relationships with key groups. A strong relationship brings a range of benefits. Communicating with customers can put you in a strong position when customers are making purchasing decisions. Supplier communications can help you to build a supply chain that is aligned with your needs. Shareholder communications can give you easier access to funds (Ian, 2014).

Project Success

Success criteria should include hard metrics, such as delivering the project on time and within budget, achieving the project scope, meeting milestone dates, achieving cost targets, reaching specific goals, and managing project risks such as safety, health, environmental and security requirements. All the

above metrics in the success criteria to evaluate the success of your project, it would be wise to use just three or four, particularly if you are a small private company just the delivery of project on time, within budget and achieving a specific task would be enough (Pinto & Prescott, 2013).

But if, for example, you are an industrial company working in the mining or energy sectors, you might want to include managing project risks, meeting safety and security requirements in the success criteria. As another example, if you are a company working in the environmental sector, it would be imperative to include health and environmental requirements as success criteria within your project plans. Customer satisfaction is also an important indicator of success or failure, regardless of sector or industry. Let's be honest, at the end of the day customer is king! For that reason, at the end of any project it's a good idea to send a questionnaire to all the stakeholders (senior management, customers, final users, the full project team, subcontractors, etc.) to get some valuable feedback for your future project progress and project development (Henderson & Berla, 2014).

Hard facts and metrics are good, but don't underestimate the human side of things, such as the behaviour and attitudes of project managers or project teams, as well as team satisfaction, quality of daily work, and communication and collaboration among team members. It is always important to evaluate the human element of project management during complex projects (Jeffrey & Dennis, 2012). There are also many combinations of criteria to evaluate the performance of a project manager. You could analyze the success of a project manager based on just one project, or you could evaluate them globally based on the number of projects he has successfully completed. You could even measure the performance of a project manager just by the way he motivates or inspires his team, rather than the successful completion of a project which (depending on the success criteria) may be subjective and dependent on various parameters (Hanson & Arthur, 2018).

Better still; an excellent measure of the success of a project manager is their ability to carefully manage a crisis. Are they able to turn a crisis into an opportunity? Can they navigate a team through the difficult terrain of office politics, keeping the goal of successfully finishing the project in mind? This skill is not to be underestimated. As with many professions, the approach and measurement of projects and project managers is highly influenced by human factors such as experience, personality and working styles. The trick is to acknowledge this as an influence even a positive early on, and benefit from what each person can bring to the table, while also being clear from the start about what success means to everybody (Francis &Tubey, 2012).

Efficient Planning

Although good planning is more dynamic during iterations, it is much easier to plan accurately. During iteration N of any phase, the software project manager must monitor and control the plan initiated in iteration and plan for iteration. The art of good project management is to make compromises between the current iteration plan and the next iteration based on the objective results of the current iteration and previous iterations. This concept can work and is compelling in early stages or projects that are innovative iterative developments. However, if the planning pump prints successfully, the process becomes surprisingly simple as the project moves into the phase where high precision planning is required to succeed. In addition to poor architecture and misunderstood requirements, one of the most common causes of project failure is inadequate planning (Grafton, Rosenberg, & Daniel, 2010). Instead, the success of any successful project can be partially attributed to good planning. Planning, requirements and architecture are three features to emphasize.

The final products associated with these ideas (software development plans, requirements specifications, and architecture description documents) are not highlighted. Most successful projects do not matter much after birth. Today, most artists use them sparingly, end users are less interested in them, and their paper representations are only the tip of the iceberg of the details of their underlying work. Although the planning document is not very useful as a final project, planning is extremely important to the success of the project. It provides a decision-making framework and execution functions, ensures stakeholder and executive approval, and transforms a subjective and generic process framework into an objective process. A project plan is a definition of how project requirements will be translated into a product within business constraints. It has to be realistic, it has to be relevant, it has to be the product of the team, it has to be understood by stakeholders and it has to be used (Grafton, Rosenberg, & Daniel, 2010).

Professionalism

Interest in specialization in project management has grown significantly in recent years. Employers, clients and sponsors are clearly demanding a project management specialization in search of certainty of project execution. Also, Project Managers (PMs) seem to be desperate for more secure and transferable credentials as a guarantee of

competence and often "accidentally" to build a more reliable, informed and effective knowledge base or another career. Despite this, skepticism remains about the depth and breadth of the institutionalized knowledge base of project management and the field's potential to achieve the level of internal organization, legitimacy and influence achieved by other, more established professions. At the heart of this debate is activity in the various professional associations representing project management. In an era when traditional strategies of monopoly, restrictive practices, and self-regulation are often seen as neither desirable nor achievable, these professional communities appear to be attempting to specialize by adopting, to varying degrees, unique business strategies based on salable and salable services (Oke, 2004).

Actively participate in the interests of the company. These strategies will be reviewed during this analysis, including an increasing international orientation, a strong emphasis on knowledge systems, the development of diverse and multi-level certifications, an emphasis on company participation and customer value, and building relationships with broader stakeholders build unique relationships. Analyzing the professionalization strategies used in the field of project management, we trace the impact of a new form of organizational/firm specialization based on “markets” rather than countries and consisting of the international activities of major companies. Employers and clients are called "institutional entrepreneurs (Kuczmarski and Associates, 2014). Understanding what professionalism means to the field of project management requires some background knowledge, including the controversial nature of the profession, the different forms. Professionalism has taken historically and in today's society, and questions about the profession's relevance in the 21st century. We discuss this background in the next section, establishing a lens through which the specific nature of project management professionalism can be identified and identifying dimensions in which it differs from traditional forms of professionalism and the approaches taken by other 'new' professionalisms. At the end of the chapter, the impact of the path taken by different institutions in project management is considered and the perspective of the project management profession is analyzed accordingly (Pieter, 2020).

Quality of products

The product meets the customer's expectations, the customer is satisfied and considers the product to be acceptable or even of high quality. If his expectations are not met, the customer perceives the product as inferior. This means that product quality can be defined as "the ability to meet customer needs and expectations." Quality must first be defined based on parameters or characteristics that vary from product to product. For mechanical or electronic products, these are, for example, performance, reliability, safety and appearance. For pharmaceutical products, parameters such as physical and chemical properties, potency, toxicity, taste and shelf life can be important (Ramlall, 2014). For foods, these include taste, nutritional properties, texture and durability. It is widely recognized that most quality problems are primarily caused by the lack of interest or concern of workers in the manufacturing sector. But you can't usually blame the workers for that, because the necessary conditions to do the job right often don't exist. For example, instructions may be inadequate, incoming goods may be damaged, machines may not be able to produce goods of the required quality, employees may not be provided with adequate conditions for product inspections, etc. Unfortunately, these factors are beyond the worker's control, but they can cause work errors (Ramlall, 2014).

Achievement

Each project has a project schedule that tells you when each task is due and when the project is completely finished. Project time management includes the following six processes: activity definition, activity sequencing, activity resource estimation, activity duration estimation, planning, and schedule control (PMBOK Guidelines 2014). The project plan is an essential tool for monitoring and controlling project activities. Project plans and budgets are the two primary tools for project management. The schedule plays an important role in the project environment compared to normal daily operations. The project can be several schedules and not all project activities should be detailed.

2015). There is a basic approach to the planning technique, which forms the actual operation of the network and events that represent the relationship between the project tasks. Such networks are powerful tools for planning and controlling projects. Plus, there are multiple benefits. First, it is a robust framework for project planning, scheduling, monitoring and control. In addition, it illustrates the independence of different tasks, work packages and units. It also helps to ensure proper communication. The network states that if the item is in accordance with the schedule, it can start or start any tasks. Finally, it determines the expected end of the project (Meredith et al., 2015).

Theoretical Framework

Theoretical framework involves the review of theories underlying the study topic. Theories covered in this study include theory of constraints**,** stakeholder engagement theory and prospect theory.

Stakeholder Engagement Theory

The theory has its origin in management literature as traced by Pretson (2016) to great in United States of America. According to Freeman (2014) he traced by mentioning the word stakeholder as back to research conducted by Stanford Research Institute (SRI) which explains stakeholder as "those group without whose support the organization would cease to exist cited (Freeman 2014), he also expand this notion by including any group or individual that can affect or affected by the achievement of the corporation purpose. With stakeholder engagement theory the complexity of interaction between different interest group in corporation can be viewed easily through firm owners, customers, employee, and suppliers. The theory has been divided into three perspectives which are Descriptive, normative and instrument perspective.

Descriptive perspective, with this perspective one can clearly delineate the stakeholder characteristics involved in the system and how an organization interact with its stakeholders (Brenner and Cochran 2011), descriptive helps in understanding the relationship between organization and its stakeholders. Normative perspective, this perspective view stakeholder as an end in themselves based on the principal of fairness, that all human being are ultimately affected by any decision because we all have an equal and legitimate interest in a safe and stable life as also exemplified by (Chamber, 2014) in his work he emphasizes on the need for understanding and addressing stakeholder needs in development by conducting interview with stakeholder and inviting solution from the community itself (Chamber, 2014). Instrument perspective view stakeholders as an end itself and the organization are argued to take the stakeholders into consideration as this led to success in the end.

Prospect Theory

According to Tversky and Kahneman (2019), prospect theory helps in decision-making under conditions of risk. Decisions often involve internal conflicts over value trade-offs. This theory is designed to help organizations and individuals to better understand, explain and predict choices in a world of uncertainty. The theory explains how these choices are framed and evaluated in the decision-making process. Prospect theory is descriptive and empirical in nature. It focuses on two parts of decision making: the framing phase and the evaluation phase (Tversky, 2017). The framing phase describes how a choice can be affected by the way it is presented to a decision maker. The evaluation phase consists of two parts, the value function, and the weighing function, where the value function is defined in terms of gains and losses relative to the reference point.

Prospect theory is used in decision-making where the decision maker multiplies the value of each outcome by its decision weight. Decision weights not only serve as measures of perceived likelihood of an outcome, but also as a representation of an empirically derived assessment of how people arrive at their sense of likelihood (Tversky & Kahneman, 2019). Risk is an exposure to the possibility of economic or financial loss or gain, or delay because of the uncertainty associated with pursuing a certain course of action. When assessing risks in a project, relevant data must be available to enable statistical analysis, otherwise, the experience and knowledge of the decision makers is used to assess the probability of an adverse event. Risks impact projects in a great way by affecting the planned expenses, quality of work and expected project performance. Therefore, risk management is important in managing projects that are exposed to risks to ensure that the objectives of the projects are achieved within the constraints of the project (Tversky & Kahneman, 2019).

Apart from being significant in risk management, prospects theory is also relevant in monitoring and evaluation, leadership, and stakeholder participation. The evaluation phase of the prospect theory incorporates monitoring and evaluation to determine the relevant inputs, reviews, and controls that will lead to the achievement of improved results. Prospect theory also incorporates leadership, which is useful in explaining common patterns of choices by leaders in specific situations. Decision-making requires the participation of stakeholders to improve the quality of decisions. This is supported by the prospect theory which addresses how choices are evaluated in the decision-making process (Gitau, 2015).

Theory of Constraints

The theory of constraints is a set of management tools created by Eliyahu Goldratt in 2014. The theory is applicable in many areas including project management and performance measurement among many others (Blackstone, 2010). The theory helps organizations to identify the most important constraints or bottlenecks in their processes and systems and dealing with them in order to improve performance. According to Goldratt (2014),

organizational performance is dictated by constraints present in processes and systems. Constraints are restrictions that hinder an organization from maximizing its performance and achieving its goals and objectives (Goldratt, 2014). He states that constraints can involve policies, equipment, information, supplies or even people, and can be either internal or external to an organization.

Theory of constraints can be applied in conjunction with other management techniques such as total quality management and risk management to ensure a comprehensive set of techniques that ensure continuous improvement in all areas of operation in an organization (IMA, 2019). The theory is based on five steps which include: identifying the system's constraints that limit progress toward the goal, exploiting the most important constraint, subordinating everything else to the decision made by managing the system's policies, processes and resources to support the decision, elevating the constraint by adding capacity or changing the status of the original resources to increase the overall output of the constraining task or activity, and finally going back to step one and identify the next most important constraint (Steyn, 2012). The five steps in applying the theory of constraints enable an organization's management to remain focused on the most important constraints in their systems.

Theory of constraints is applicable in many aspects of project management. Monitoring and evaluation are done throughout the steps on the theory of constraints in order to record information regarding the progress of managing the constraints. Step five of the theory of constraints provides for feedback which is important in evaluation of results to determine whether there is progress in achieving project goals and objectives (Steyn, 2016). Any project risk might be a constraint or could become a constraint (Steyn, 2016). In most cases, risk events that are initially not considered as posing the highest risk are neglected. Often, this may result in a risk event that was initially considered as not being critical becoming the most important constraint. Once a risk event has been identified as important or critical, the focus is to eliminate the risk or reduce either the probability of its occurrence or its impact to a level where it would not be critical anymore (Steyn, 2016). Project leadership is critical in executing the theory of constraints. It involves managing project schedules to ensure projects are completed on time and within the scope and budget (IMA, 2019). Managing constraints requires project leaders to coordinate their project teams to minimize the effects of constraints effectively. Stakeholder participation is important in any project or organization as they contribute to decision-making to enhance the quality of products and services. While executing a project, stakeholder needs could be expected to change, which leads to changes in scope of the project (Steyn, 2016).

Critical Review and Research Gap identification

The literature reviewed indicates involvement and participation of local stakeholders in a project is very important to the success of projects. Mahmoud (2016) conducted research on the effect of local stakeholders' involvement on performance of coffee project in Colombia. His findings showed that effective local stakeholders involvement increases project outcomes at 79%. However, he did not use inferential statistical such as Pearson coefficient correlation and regression line. Further, Rajani (2017) did a research on the project manager responsibilities in improving the public project performance. The researcher did not indicate the types of public project influenced by project manager responsibilities to enhance performance of project.

The research gap identified is that through several studies have occurred before on the subject of stakeholder involvement, most of them have occurred outside Rwanda for instance that by Njogu (2019) conducted research in Malawi about relationship between stakeholder communication and performance of coffee project in Malawi. It will be observed that local stakeholders should be involved at all levels of a project and these levels have been identified as planning, implementation stage and monitoring and evaluation stages. It was seen that each level of involvement has its own impact on the overall success of project. Further, various researchers have been conducted about stakeholders engagement and performance of project, for instance. In addition to, Wanyeki, Maina, Sanyanda and Kiiru, (2019) conducted the research on the factors influencing team collaboration at Kenyatta University. Basing on the above researches, there was not research done to assess the effects of stakeholder's engagement and performance of coffee projects in Rwanda with reference of the study. Therefore, research wants to fill this gap by conducting the research on the effects of stakeholder's engagement and performance of coffee projects in Rwanda.

Materials and Methods

The research was statistical servey; it is key role in statistics and data analysis. Descriptive and correlation, describes, compares, and measures data; it is also identify characteristics, frequencies, trends, and categories for influence of stakeholder's engagement on project success in Rwanda ; a case of prism projects. The study was statistical survey and was useful in obtaining information on the current status of the phenomena to describe what exists (Natasha, 2011). It is an efficient way of collecting information from a large number of respondents. Very large samples are possible. Statistical techniques can be used to determine validity, reliability and statistical significance. Surveys are flexible in the sense that a wide range of information can be collected by researcher.

Target Population and Sample size

Population was the students and lecturers of Universities of Rwanda and Kigali without forgetting different promoters that have education in their hands which was comprised by 308 respondents. Kakooza (2015) said that population is a group of people of organization, objects or events, about which the researcher wants to, draw a conclusion. Thus, the researcher met the total number of 308 respondents that he/she was addressed the questionnaire where sample size was 174 respondents.

Data Collection Methods

Data collection is the systematic gathering of data using a specified scientific process (Cooper, Schindler, 2014). Poor selection of data collection methods affects the collected data. Research was used primary and secondary data.

Data Analysis

Data collected was analyzed using descriptive statistics because the data obtained in this study was quantitative. It uses correlations and regression analysis. According to Quang and Hong (2009), quantitative data are observations measured on a numerical scale. Results collect also was entered into the statistical analysis. This analysis indicated variations of the response in the sample, response to the various questions and variations among different groups. Presentation of the results and findings were in terms of tables and graphs.

Descriptive statistics

Descriptive statistics was used to describe the basic features of the data in the study in the tendencies and then replicated in tabular manner. It involved use of percentages, frequencies, mean and standard deviation.

Spearman (Pearson) correlation

Spearman (Pearson) correlation coefficient measures the extent to which, as one variable increases, the other variable tends to increase, without requiring that increase to be represented by a linear relationship. If, as the one variable increases, the other decreases, the rank correlation coefficients were negative. Statistical correlation is measured by what is called coefficient of correlation (r). Its numerical value ranges from +1.0 to -1.0. It indicates the strength of relationship. In general, $r > 0$ indicates positive relationship, $r < 0$ indicates negative relationship while $r = 0$ indicates no relationship (or that the variables are independent and not related). Here $r = +1.0$ describes a perfect positive correlation and $r = -1.0$ describes a perfect negative correlation.

Closer the coefficients are to +1.0 and -1.0, greater is the relationship strength between the variables. As a rule of thumb, the following guidelines on strength of relationship are often useful (though many experts would somewhat disagree on the choice of boundaries). It was employed Statistical package for Social Sciences (SPSS) in processing and data examination of which informed the presentation of findings, examination and elucidation. The presentation was emphasized on the hypothesis. Statistical treatment depends upon the problem, especially the specificity of data gathered. Data analysis was done based on descriptive statistics particularly means and standard deviation. The coefficient of determination, R^2, was used to analyze how differences in one variable can be explained by a difference in a second variable. For example, when a person gets pregnant has a direct relation to when they give birth. More specifically, R-squared gives you the percentage variation in y explained by x-variables. The range is 0 to 1 (i.e. 0% to 100% of the variation in y can be explained by the x-variables.

The R^2 is similar to the coefficient correlation, R. how strong is a linear relationship for two variables. R Squared is the square of the correlation coefficient, *r* (hence the term r squared).

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4. Results

4.1 **Perceptions of respondents on involvement of local stakeholders on success of Prism Projects**

Indicators		SD	D	N	A	SA	Total	Frequency	
								Mean	SD
Prism Projects inform stakeholders about the project	Frequency	0	0	12	78	84	174	4.67	0.543
	Percentage	0%	0%	6.4%	44.8%	48.2%	100%		
Prism Projects consult with stakeholders	Frequency	0	6	20	78	70	174	4.43	0.725
	Percentage	0%	3.4%	11.4%	48.8%	40.2%	100%		
Prism Projects, stakeholders will participate in the project work	Frequency	0	2	19	81	72	174	4.21	0.966
	Percentage	0%	1.1%	10.9%	46.5%	41.3%	100%		

Source: Primary Data (2024)

Table 1 for each indicator shows the percentage and frequency shows the mean and standard deviation of the responses elicited from the respondents. The findings show that Prism Projects inform stakeholders about the project. None of the respondents neither disagreed nor strongly disagreed that Prism Projects inform stakeholders about the project. The neutral responses comprised of 12(6.4%), 78(44.8%) respondents agreed that Prism Projects inform stakeholders about the project while 84(48.2%) strongly agreed that Prism Projects inform stakeholders about the project, with a mean of 4.67 and standard deviation of 0.543 as shown on that Prism Projects inform stakeholders about the project.

It further depicts that 6(3.4%) of the respondents disagreed and were 20 (11.4%) neutral with the statement that Prism Projects consult with stakeholders, 78(48.8%) agreed while 70(40.2%) strongly agreed, with a strong mean and standard deviation of 4.43 and 0.725 respectively. From the tables, 2(1.1%) of the respondents disagree that Prism Projects consult with stakeholders, 19(10.9%) are neutral, 81(46.5%) of the respondents each agreed and 72(41.3%) strongly agreed that Prism Projects consult with stakeholders.

Furthermore, none of the respondents strongly disagreed with the statement, 2 of respondents with 1.1% are disagree that Prism Projects, stakeholders will not participate in the project work, 19 of respondents with 10.9% are neutral with the statement, 81 of respondents with 46.5% are agree that Prism Projects, stakeholders will participate in the project work while 72 of respondents with 41.3% are strongly agree that Prism Projects, stakeholders will participate in the project work with a mean of 4.21 and standard deviation of 0.966 which shows that Prism Projects, stakeholders will participate in the project work.

Table 1: Perceptions of respondents on clarification of responsibilities on success of Prism Projects

Indicators		SD	D	N	A	SA	Total	Frequency	
								Mean	SD
Prism Projects, dive people ownership over specific areas	Frequency Percentage	0 0%	0 0%	0 0%	76 43.6%	98 56.3%	174 100%	4.41	0.815
Prism Projects, ask employees about their long-term goals	Frequency Percentage	0 0%	9 1%	9 5.1%	75 43.1%	81 46.5%	174 100%	4.26	0.958
Prism Projects, align roles and responsibilities with their goals	Frequency Percentage	0 0%	0 0%	7 4%	78 44.8%	89 51.1%	174 100%	4.01	.040

Source: Primary Data (2024)

Table 2 for each indicator shows the percentage and frequency shows the mean and standard deviation of the responses elicited from the respondents. The findings shows that the 174 respondents, table 4.7 show that 98(56.3%) strongly agreed and 76(43.6%) agreed that Prism Projects, dive people ownership over specific areas. Most of the respondents witnessed that Prism Projects, dive people ownership over specific areas with strong mean and standard deviation of 4.41 and 0.815 respectively, implies that Prism Projects, dive people ownership over specific areas.

Most of the respondents also confirmed that Prism Projects, ask employees about their long-term goals as it can be seen from table 4.7 where 9 of respondents with (5.1%) are disagreed and neutral with the statements, 75 (43.1%) agreed and 81(46.5%) strongly agreed that Prism Projects, ask employees about their long-term goals with strong mean and standard deviation of 4.26 and 0.958 respectively.

Prism Projects, align roles and responsibilities with their goals 89(51.1%) are strongly agreed and agree 78(44.8%) all show that some of the respondents are neutral 7(4%) respectively. The strong mean and standard deviation of 4.01 and 1.040 respectively, further shows that Prism Projects, align roles and responsibilities with their goals.

Table 3. Perceptions of respondents on team collaboration on success of Prism Projects

Indicators		SD	D	N	A	SA	Total	Frequency	
								Mean	SD
Prism Projects, shared goals in teamwork	Frequency Percentage	0 0%	0 %	18 10.3%	64 36.7%	92 52.8%	174 100%	4.26	0.855
Prism Projects, understanding of individual roles	Frequency Percentage	0 %	10 5.7%	16 9.1%	60 34.4%	88 50.5%	174 100%	4.22	0.039
Prism Projects, recognize team-building opportunities	Frequency Percentage	0 %	5 2.8%	14 8%	80 45.9%	75 43.1%	174 100%	4.01	0.126

Source: Primary Data, 2024

Table 3 for each indicator shows the percentage and frequency shows the mean and standard deviation of the responses elicited from the respondents. The findings shows that the 174 respondents, that 92(52.8%) strongly agreed and 64(36.7%) agreed that Prism Projects, shared goals in teamwork, 18(10.3%) neutral and none of strongly disagreed to this fact and disagreed with the statement. The strong mean and standard deviation of 4.26 and 0.855 respectively, implies that Prism Projects, shared goals in teamwork.

Prism Projects, understanding of individual roles as it can be seen where 60 (34.4%) agreed and 88(50.5%) strongly agreed that Prism Projects, understanding of individual roles, 10 of respondents with 9.1% are neutral the statement while 10 of respondents with 5.7% are disagree. The strong mean and standard deviation of 4.22 and 0.039 respectively, implies that Prism Projects, understanding of individual roles.

Prism Projects, recognize team-building opportunities 75(43.1%) are strongly agreed and agree 80(45.9%) all show that some of the respondents are neutral on 14 (8%) and 5(2.8%) are disagreed respectively. The strong mean with standard deviation 4.01 and 0.126, further shows that Prism Projects recognize team-building opportunities.

Conclusion

Based on the results from chapter four, the study concluded there is The research objective was to examine stakeholder's engagement and success of Prism Projects in Rwanda in Prism Projects. Findings from the study deduced that the findings suggested that Prism Projects were well aware of the involvement of local stakeholders and had been consulted of its existence hence their participation and that there was a high level of stakeholders' participation that had consequently influenced the parameters of the project. The second research objective was to assess how the clarification of responsibilities in success of Prism Projects. Findings deduced that team collaboration was essential and important to the beneficiaries as it offered avenues that made them understand numerous concepts of the projects as well as activities undertaken and their roles in the project. The third research objective was to discover how communication of stakeholders influenced success of Prism Projects. Findings deduced that the influence of execution on the success of Prism Projects was very high.

Recommandation

Based on the findings of this study, Prism Projects should put mechanisms that ensure the maximum participation of respondents in most roles during the implementation phase, more so in the conceptualization and project planning role and administration and logistics. In regards to focus areas of project identification, Prism Projects should strive to ensure that more focus is directed towards indicators of the project and the components and deliverables of the project.

Regarding the influence of planning on the performance of the project, Prism Projects needs to adopt planning practices that involve different levels of stakeholders more, and most especially community members.

Though a few respondents suggested that they had not participated in the project planning process and given the importance of project planning to the entire project, Prism Projects project managers should ensure that the planning process is carried out with maximum transparency and that all

stakeholders and the community are offered equal chances to participate and offer their feedback and views..

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