# Effect of Stakeholders' Management on Programme Performance. A Case of Crop Intensification Programme in Ngoma District, Rwanda (2018-2023)

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## ABSTRACT

*The study sought to assess effect of stakeholders' management on programme performance. The unit of analysis was the crop intensification programme in Ngoma district, Rwanda from 2018 to 2023. The study guided by Stakeholder theory, Goal setting theory and Theory of Change. The study adopted a descriptive survey and correlational research design. The population size was 2123 comprising of smallholder farmers (688), farmers in cooperatives (850), agro-dealers (450), agricultural extension service providers (120), agronomists (14) and Director of Agriculture and Natural Resource in Ngoma district (1). The total sample size was 336 respondents. The sampling procedure was purposive and stratified random sampling. A five-point Likert type scale questionnaire was used to collect quantitative data. The statistical analysis used for quantitative data were frequencies, percentages, arithmetic means and standard deviations, while the statistical tools employed for inferential statistics were Pearson's Correlation, ANOVA, coefficients test and Multiple Linear Repression. Fisher (F) and P-values were used to test the null hypotheses. The study findings revealed the R value of 0.846 indicating a strong positive relationship between the predictors and the outcome variables, and the R Square value of 0.768 indicates that approximately 76.8% of the variability in the outcome variable can be explained by the predictors in the model. The coefficients of the predictors indicate their individual effects on the CIP performance. Specifically, stakeholders' identification ($\beta_1$=0.716, p=0.002), stakeholders' negotiation ($\beta_2$= 0.539, p= 0.011), stakeholders' participation ($\beta_3$= 0.627, p= 0.006) and stakeholders' M&E ($\beta_4$= 0.685, p= 0.014). This indicates that all the coefficients of the predictors are statistically significant, as indicated by their associated Sig. values below 0.05. In short, the four null hypotheses were tested and rejected to accept the alternative hypotheses. The study concluded that all the independent (predictors) variables of the model specification had the greatest effect on the CIP performance in Ngoma district, Rwanda. The study recommends in the form of policy-making and practices that stakeholders' negotiation and stakeholders' M&E should be outlined in a pure and concise blueprint to promote stakeholders' inclusivity in all stages of CIP activities that aims at ensuring food security countrywide and food supply globally.*

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## I. INTRODUCTION

The notion of stakeholder management in projects has its origins in social and environmental action. People grew increasingly conscious of how their behaviours impacted the natural environment throughout the 1960s and 1970s (Joanna & Sinclair, 2018). As a result, a movement arose calling for more public participation in environmental decision-making. This trend resulted in the creation of stakeholder theory, which states that organizations have a responsibility to consider the interests of all stakeholders when making decisions. Individuals or organizations having an entrusted interest in the success of a project are referred to as stakeholders (Joanna & Sinclair, 2018).

In the early years of project management in Rwanda, stakeholder participation was limited and often focused on political elites and other influential stakeholders. However, it is important to recognize that engaging stakeholders is an on-going process, and their participation is still very important throughout the project's lifecycle. Including local communities, civil society organizations, private sector actors, and government agencies in the planning, execution, and monitoring of projects can lead to better results, more ownership, and sustainability (Ishimwe & Hategekimana, 2022). Over the years, stakeholder participation in donor-funded projects in Rwanda has changed a lot. People are becoming more aware of how important it is to work with stakeholders to ensure that development projects are successful (Ishimwe & Hategekimana, 2022).

The studies conducted in Rwanda including Amandin and Kule (2016) and other research on Rwandan projects found that poor planning, cost overruns, and delays were major factors in the failure of 65 percent of government projects between 2009 and 2012. The engagement levels and awareness among Rwandan residents regarding initiatives funded by governmental and non-governmental organizations are notably low. This has consistently led to instances where various projects in Rwanda exceed their budgetary and time allocations, and subsequently fail to meet their intended outputs, satisfy stakeholder expectations, or attain organizational objectives (Karambizi, 2023).

In Rwanda, CIP was introduced in September 2007 focusing on distribution of agricultural inputs including improved seeds, inorganic fertilizers and pesticides, coordinating delivery of agricultural extension services, support to post-harvest handling and storage facilities. The CIP in Rwanda was initially concentrating on the six crops, precisely maize, beans, cassava, rice, wheat, and Irish potato; then later included banana, soya bean and vegetables. A number of efforts of stakeholders have increased over time, from Government itself as regulator through the implementing institution, Rwanda Agriculture Board (RAB) which operates under the Ministry of Agriculture and Animal Resources, local governments' institutions such as district, sector and cell, Local government extension agents/agronomists, organized smallholders in cooperatives, individual smallholder farmers. The efforts in stakeholders' management might proportionally lead to the performance of crop intensification programme wherever it is applied to increase production and food security at large (Prete, 2019).

## 1.1 Statement of the Problem

Many projects often don't meet their initial cost, schedule, and satisfaction goals. In New Zealand, a study in 2017 found that only about 31% of organizations finish projects on time, 29% stay within budget, and 33% meet the original goals, and 34% satisfy stakeholders. Surprisingly, about 70% of projects end up costing more or taking longer than planned, or they don't make stakeholders happy or meet the initial goals. Project failure can happen for various reasons, with complexity being a big one. Complex projects are harder to finish and need extra effort to solve problems. Dealing with complexity requires organized approaches and the factual project management skills to get the best results (Tuan & Sherif, 2021).

Even though projects are crucial in Kenya, those carried out in Nyeri County are often not doing well, and stakeholders are regularly dissatisfied. According to the Auditor-General's report on Nyeri County's finances in 2017, 38 street lighting projects hadn't started even though the contractor was paid 10 months earlier. Similarly, 4 irrigation projects received pipes and fittings but hadn't started implementation after 10 months. Apart from 12 projects working on markets and roads, only 10 out of 41 projects done by Nyeri County from 2017 to 2019 were completed, showing a success rate of less than 25% (Gichimu & Mutuku, 2022).

Despite the point that the Government and private actors are implementing a number of activities to encourage successful project execution, low stakeholders' participation may be ascribed to poor project management cycle performance. According to the findings of prior research, many initiatives in Rwanda fail for a variety of causes, including miscommunication, a lack of supplies, and inadequate risk management. Considering the tools and strategies necessary to prevent project failure, the literature results reveal that focusing on key performance indicators, such as stakeholder participation, monitoring, and decision-making, indicates the effectiveness of project work (Mukeshimana et al. 2021).

Various studies carried out in Rwanda counting on Amandin & Kule (2016) and others found that poor planning, cost overruns, and delays were major factors in the failure of 65 percent of government projects between 2009 and 2012. The engagement levels and awareness among Rwandan residents regarding initiatives funded by governmental and non-governmental organizations are notably low. This has consistently led to instances where various projects in Rwanda exceed their budgetary and time allocations, and subsequently fail to meet their intended outputs, satisfy stakeholder expectations, or attain organizational objectives (Karambizi, 2023

Nevertheless, no specific study was conducted to assess how stakeholders management plan was done during initiation of crop intensification programme in Ngoma district, if yes, how could it affect the CIP performance; hence, the gap in data availability. Therefore, this study intended to cover this gap by assessing the effect of stakeholders' management on CIP performance. If this study was not done the agricultural policy-makers would fail to adjust the deviations in CIP performance. But, for this research was done the results would help the agricultural top management leaders to guide and craft policies that lead to CIP performance in terms of improved land and crop productivity to move from food security to food supply in the region.

## 1.2 Research Objectives

The main objective of this study was to assess effect of stakeholders' management on programme performance in Rwanda. Specifically, the study aimed:

i. To assess effect of stakeholders' identification on CIP performance in Ngoma district, Rwanda;
ii. To examine effect of stakeholders' negotiation on CIP performance in Ngoma district, Rwanda
iii. To find out effect of stakeholders' participation on CIP performance in Ngoma district, Rwanda
iv. To determine effect of stakeholders' monitoring and evaluation on CIP performance in Ngoma district, Rwanda.

### 1.3 Research Hypotheses

$H0_1$: Stakeholders' identification has no significant effect on CIP performance in Ngoma district, Rwanda;

$H0_2$: Stakeholders' negotiation has no significant effect on CIP performance in Ngoma district, Rwanda;

$H0_3$: Stakeholders' participation has no significant effect on CIP performance in Ngoma district, Rwanda;

$H0_4$: Stakeholders' monitoring and evaluation has no significant effect on CIP performance in Ngoma district, Rwanda.

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

For this study, the theoretical framework is a thorough look at and evaluation of the existing theories and ideas about the topic under study. It is a systematically process of analysing and putting together information from various sources in order to get a full picture of the issue.

### 2.1.1 Stakeholder Theory

Stakeholder theory, introduced by R. Edward Freeman in 1984, emphasizes that businesses should not solely prioritize shareholder profit but also consider the interests of various stakeholders. Scholars like Thomas Donaldson and Archie Carroll expanded on this theory, emphasizing ethical components and incorporating it into the framework of corporate social responsibility (Freeman *et al*., 2020).

In essence, stakeholder theory suggests that companies should consider the needs of all stakeholders employees, suppliers, customers, communities, and the environment—when making decisions, not just those of shareholders. This approach aims to create value for all stakeholders, emphasizing long-term benefits for both the business and its stakeholders (Phillips & Freeman, 2021).

Jones (2021) underscores that stakeholder theory emphasizes the importance of participation and communication with stakeholders. Engaging with stakeholders and understanding their needs and concerns fosters deeper connections, building trust, loyalty, and support. Stakeholder theory is gaining prominence in contemporary business practices as organizations recognize the significance of social responsibility, sustainability, and ethical behaviour. Adopting a stakeholder-focused approach not only contributes to financial success but also generates social and environmental value for the communities served.

In the context of the researcher's study on projects and the aim to enhance stakeholder engagement, communication, decision-making, and reputation, the stakeholder theory serves as a valuable framework. A stakeholder-focused approach ensures that project outcomes align with the expectations of all stakeholders, leading to successful projects and heightened stakeholder satisfaction.

### 2.1.2 Goal Setting Theory

Goal Setting Theory introduced by Edwin, Locke, Gary and Latham in 1968, it has become a widely studied and applied concept across various domains, including business, education, sports, and personal development. Locke and Latham emphasize that effective goals should be specific, measurable, achievable, relevant, and time-bound (Latham & Locke, 2019). They also highlight the importance of feedback and support from supervisors and colleagues in helping individuals achieve their goals and enhance their performance.

In essence, the goal-setting theory provides a framework for managing businesses. It suggests that establishing challenging and specific goals can boost motivation, performance, and overall success. The theory posits that both individuals and teams excel when they have clear goals, fostering a sense of purpose and direction. While some critics express concerns about potential unintended consequences, such as unethical behaviour or a focus on short-term objectives over long-term goals, proponents argue that careful goal selection and management can mitigate these risks. The theory has significantly influenced management practices and remains a vital area of study in organizational behaviour (Seijts & Latham, 2020).

In the context of the researcher's project performance improvement study, the goal-setting theory serves as a valuable framework. It ensures that everyone involved in a project shares common objectives, optimizing resource utilization, fostering motivation and commitment, and encouraging responsibility and ownership.

### 2.1.3 Theory of Change

The Theory of Change (ToC) is an approach to management and planning that outlines the process of achieving specific goals and the necessary actions for bringing about change. While its exact origins are challenging to pinpoint, it is believed to have emerged in the 1960s within the U.S. social science community. Over recent years, the ToC has gained popularity as a valuable planning and evaluation tool, particularly in the realms of international development, social innovation, and philanthropy. This approach assists organizations and communities in clarifying their goals, identifying the required steps for achievement, and measuring progress towards desired outcomes (Connell *et al.*, 2020).

In the context of this study, the ToC is employed to plan, implement, and evaluate projects. This method proves especially beneficial for large and complex projects, where understanding the nature of changes, their reasons, and the mechanisms driving them is crucial. By utilizing the ToC method, project managers gain a deeper understanding of the project's operating environment, enabling them to formulate strategies that align more closely with the project's results and objectives.

## 2.2 Empirical Review

### 2.2.1 Stakeholders' Identification and Performance Of Project

Mazimpaka and Irechukwu (2022) studied the model villages' project in Rwanda's Rweru Sector, Bugesera District to determine importance of stakeholders' engagement on the project's long viability. Descriptive, cross-sectional and survey designs with qualitative data were employed for this study's research methodology. The first regression model used to ascertain the impact of stakeholders on project sustainability did not achieve statistical significance (F=1.975, P=0.123) in the performed regression analysis. The second project planning regression model (F=3.465, P=0.02) and the third project implementation regression model (F=7.765, P=0.000) were both determined to be statistically significant with p-values of less than 5%. Stakeholder engagement in the planning process was significantly correlated with a project's long-term viability. Based on these findings, the research advised that Bugesera District's policymakers and other project managers include stakeholder input at every step of project development.

### 2.2.2 Stakeholders' Negotiation and Performance of Project

Gichimu and Mututu (2022) investigated the impact of stakeholder management on project performance, specifically focusing on contract management, communication management, and conflict management in projects funded by the County Government in Nyeri County. The study, grounded in the theories of performance, expectancy, and stakeholder, reviewed related literature and targeted a population of 53 projects funded by the County Government for the years 2016/2017 and 2017/2018. The sample included 212 respondents from the general public, project officers, project staff, and contractors, selected through cluster sampling. Employing a descriptive research design, data was collected using questionnaires, and reliability and validity were assessed. SPSS software facilitated inferential and descriptive analysis, with findings indicating that all three independent variables positively and significantly influenced project performance, with communication management having the greatest impact, followed by conflict management and contract management. The study recommended increased attention to stakeholder involvement during project feasibility studies, emphasizing transparent and accountable progress reporting to stakeholders, and adopting a proactive approach to conflict resolution.

### 2.2.3 Stakeholders' Participation and Performance Of Project

Faustin (2017) in his research set out to learn how much of an impact stakeholder participation had on the long-term viability of Plan International's Homa Bay Town Sub-County community development programs. Descriptive statistics were employed for this study. The sample size was calculated to be 153 people, with the researcher selecting three participants from each of the 51 organizations collaborating with Plan International. The 113 participants were selected through a process of pure chance. Analysis of data was made using SPSS. A weak and minor negative correlation between beneficiaries' engagement and the long-term viability of community development initiatives was found (r=0.043, p=0.666, CI=95%). Faustin (2017) suggested that in order to ensure the long-term viability of their projects, Plan International should reduce the amount of time spent on passively engaging beneficiaries', increase the amount of time spent on interactive participation, and strengthen the participation among stakeholders and promote ideal involvement.

### 2.2.4 Stakeholders' Monitoring and Evaluation and Performance of Project

Haider *et al.* (2021) study the association between stakeholders' engagement in Monitoring and Evaluation (M&E) and project performance in Pakistan. The research emphasizes the need of integrating stakeholders at various

phases of the M&E process, as well as the importance of excellent communication and coordination among project stakeholders to achieve M&E effectiveness. They argue that incorporating stakeholder engagement into project management processes and giving incentives for participation may enhance project results. The paper provides practical advice for project managers and policymakers on how to successfully incorporate stakeholders in M&E operations to enhance project performance in Pakistan.

## III. METHODOLOGY

### 3.1 Research Design

The study used descriptive and correlation statistics to describe and analyse characteristics of a phenomenon being studied. Descriptive statistics helped to provide a clear and concise data overview from respondents, identify patterns, trends and key insights. While correlation statistics supported to examine the relationship between or among the variables of the overall model. It has also supported to ass the degree to which the changes in one variable are associated with changes in another variable.

### 3.2 Type and Source of Data

In this study, both primary and secondary data were used. The primary data was collected through the completed questionnaire (5-point likert scale). The basic features of respondents were recorded including gender, age, education and experience. The respondents' points of view were rated by 5-point Likert scale for the five items (stakeholders identification, stakeholders' negotiation, stakeholders' participation stakeholders' M&E, and CIP performance in Ngoma district). The secondary data was collected from Ngoma district- Section of Agriculture and natural resources, published books and articles, records of Ministry of Agriculture and Animal resources, Rwanda.

3.3 Sampling size and technique

Solvin's sample size determination formula was used to obtain a sample of 336 respondents.

$$n = \frac{N}{1+N(e2)} \qquad (1)$$

Where, n: is the sample size, N: is the population size and e: is the margin error with a confidence interval of 95%. The sample size obtained was 336 from the total population of 2,123 stakeholders.

### 3.4 Data Collection

The questionnaire was designed according to the objectives and hypotheses of the study. The secondary data was collected from Ngoma district- Section of Agriculture and natural resources, published books and articles, records of Ministry of Agriculture and Animal resources, Rwanda.

### 3.5 Reliability and Validity of Research Instruments

To find out the ability of the research instrument, a pilot testing was conducted one month prior to the main study to measure the appropriateness, practicality, the quality of phrasing statements to ensure a similar interpretation by the respondents in the further study. Therefore, 33 respondents were selected randomly to help establish the validity and reliability of the research instrument before the actual collection of data for the study.

### 3.6 Data Analysis

After data collection, data edit and coding, the data were entered into statistical software (SPSS) to be analysed through the produced results in the form of descriptive statistics such as frequencies, percentages, mean and standard deviation, and also with the tables of correlation coefficients of the variables.

3.7 Ethical considerations

Before the field study done, the University of Kigali, School of graduate studies approved the no-harm content in the study for safety and contribution to the society and provided the letter of support. The respondents were requested to read and sign a key informant agreement letter in order to make a decisive option of participating in the research. Moreover, privacy and confidentiality of research information would be maintained to protect identity, ideas and thoughts of the respondents.

## IV. FINDINGS & DISCUSSIONS

### 4.1 Descriptive Statistics

The distribution of respondents' Likert scale ratings for various propositions was shown using the mean, and the standard deviation.

**Table 1**
*Stakeholders' Identification and CIP Performance in Ngoma District*

| Statement n=336 | Mean | Std. dev. |
|---|---|---|
| Stakeholders' awareness was enforced to identify Individuals working in CIP activities to be invited during planning and setting goals of each agricultural season. | 4.55 | 0.606 |
| Inclusivity of identification facilitated individuals working in CIP activities to be given place and time to state their needs and expectation per agricultural season. | 4.32 | 0.543 |
| Accuracy of stakeholder planning was enforced during each agricultural seasonal planning for individuals cultivating at least one of the crops under CIP. | 3.99 | 0.803 |
| Accuracy of stakeholder planning was given priority during implementation, monitoring and control of each CIP activities for individuals who completed CIP trainings. | 3.87 | 1.001 |
| Stakeholder Influence Perception was given consideration in the process of CIP evaluation for individuals who completed trainings in agribusiness projects. | 4.05 | 0.775 |
| Stakeholder Influence Perception encouraged that every CIP activities to be assigned to the specific trained groups of stakeholders. | 41.93 | 1.002 |
| **Overall Mean and Standard Deviation** | **3.79** | **0.788** |

The findings show that participants in the study expressed agreement with the assertion that stakeholders' identification has an effect on CIP performance in Ngoma district. This is evident from the relatively high overall mean and standard deviation values of 3.79 and 0.788 respectively. It indicates the general positive agreement among the respondents with heterogeneous responses.

The findings are consistent with Caldwel and Usadolo (2016) study revealed that in a participatory development project, stakeholders' identification should be prioritized as an important process to identify partners who will support in the exploration of the expected development challenges. Menoka, (2014) sees stakeholders' identification as a vital process to predict the divergent expectations from various stakeholders' right from the initial stages of the project.

Stakeholder theory indicates that adopting a stakeholders' identification not only contributes to the project financial success but also generates social and environmental value for the members of communities being served (Phillips & Freeman, 2021). It ensures that project outcomes align with the expectations of all stakeholders, leading to successful projects and heightened stakeholder satisfaction.

**Table 2**
*Stakeholders' Negotiation and CIP Performance in Ngoma District*

| Statement n=336 | Mean | Std. dev. |
|---|---|---|
| Stakeholder Flexibility facilitated farmers for the choice on the size of land to be used per each type of crop per agricultural season. | 3.74 | 0.949 |
| Stakeholder Flexibility allowed farmers to decide on which type of crop under CIP to be cultivated per agricultural season. | 4.02 | 0.848 |
| Level of Conflict Resolution during planning, execution, and M&E of the CIP activities is significantly high and effective. | 4.29 | 0.643 |
| Level of Conflict Resolution create conducive environment that calms the negative reactions of stakeholders. | 4.27 | 0.599 |
| Stakeholder Feedback Integration reflected input and concerns of various CIP stakeholders. | 4.08 | 0.636 |
| Stakeholder Feedback Integration considered goals-oriented activities as important inputs during farming seasonal planning. | 4.09 | 0.731 |
| **Overall Mean and Standard Deviation** | **4.08** | **0.731** |

The findings show that participants in the study expressed a strong positive agreement with the assertion that stakeholders' negotiation has an effect on CIP performance in Ngoma district, with the composite mean and standard deviation of 4.08 and 0.731 respectively. This indicates a general positive agreement among respondents with heterogeneous responses.

Sheikh (2010) study found out that the management of development projects or programmes must incorporate stakeholders' points of view to ensure effective implementation that requires at least the minimum stakeholders' efforts and that responds to their needs or expectations. His study also revealed that poor people in the communities are rarely or not at all included during project initiation, planning and/or implementation, they are dominated by those

with strong socio-economic and/or political background. The study done by the Asian Development Bank (2011) revealed that excluding the points of view from one or other part of the stakeholders during project initiation, planning and execution limit the alternatives to addressing problems, constrain benefit distribution and restrict the attainment of the desired outcomes of the project.

The Theory of Change would apply in this study as long as it assists communities in clarifying their goals, identifying the required steps for achievement, and measuring progress towards desired outcomes (Connell et al., 2020). Also, with this theory, management of people, listening to their needs and expectations and planning accordingly helps to outline the process of achieving specific goals and the necessary actions for bringing about change for the common welfare.

**Table 3**
*Stakeholders' Participation and CIP Performance in Ngoma District*

| Statement n=336 | Mean | Std. dev |
|---|---|---|
| Active participation of stakeholders during CIP farming activities is significantly high. | 2.11 | 0.908 |
| Active participation among the stakeholders is a self-made commitment. | 4.17 | 0.679 |
| Access to relevant information about the CIP activities and goals is easily reachable for stakeholders to work accordingly. | 4.12 | 0.685 |
| Access to relevant information enabled stakeholders to have the necessary information to make informed decisions over the series of agricultural seasons. | 4.27 | 0.863 |
| With the mechanisms of Stakeholder Empowerment, CIP empowers stakeholders to actively engage in farming project decisions. | 4.82 | 0.66 |
| Stakeholders actively contribute in terms of ideas, resources and effort to the significant performance of the CIP. | 4.87 | 0.395 |
| **Overall Mean and Standard Deviation** | **4.05** | **0.698** |

The findings show that the participant in the study expressed agreement with the assertion that stakeholders' participation has an effect on CIP performance in Ngoma district, Rwanda, with mean score value of 4.05 and standard deviation of 0.698.

Nankoris and Gakuu (2019) study sees that stakeholders' participation also known as participatory development is critical especially for the countries aligning national development plans to their visions and Sustainable Development Goals (SDGs). To implement the plan, there must be a project team and other resources to achieve the goals and meet the needs or expectations of the project's recipients. The project team should ensure that all project stakeholders obtain the necessary information on time (Meredith & Mantel, 2019).

In the context of the researcher's project performance improvement study, the goal-setting theory serves as a valuable framework. It assures that everyone involved in a project shares common objectives, optimizing resource utilization, fostering motivation and commitment, and encouraging responsibility and ownership. Daniel (2021) investigated the link between the project performance and active engagement of the stakeholders involved in Kirehe's community-based watershed management. The study's findings indicate a positive correlation between community involvement and KWAMP's performance.

**Table 4**
*Stakeholders' M&E and CIP Performance in Ngoma District*

| Statement n=336 | Mean | Std. dev |
|---|---|---|
| Monitoring and evaluation sessions for the CIP farming activities were regularly conducted. | 2.44 | 1.159 |
| Monitoring and evaluation sessions empowered smallholder farmers to make self-evaluation at the end of each season. | 1.99 | 0.969 |
| Accuracy and reliability of the data collected during monitoring and evaluation reflect the insights of CIP farming conditions. | 4.49 | 0.632 |
| Accuracy and reliability of the data produced from monitoring and evaluation is valid from one farming season to another. | 3.65 | 0.956 |
| Share reports with stakeholders in a timely manner improved their engagement and performance in CIP farming activities. | 4.07 | 0.617 |
| The process to inform decision-making and project adjustments is based on the perceptions gained from monitoring and evaluation. | 4.74 | 0.496 |
| **Overall Mean and Standard Deviation** | **3.56** | **0.805** |

The findings show that the participants in the study expressed agreement with the assertion that stakeholders' participation has an effect on CIP performance in Ngoma district, with the overall mean of 3.56 which is high and standard deviation of 0.805 which indicates heterogeneous responses among respondents.

Haider et al. (2021) study emphasizes the need of integrating stakeholders at various phases of the M&E process, and prioritizes the importance of excellent communication and coordination among project stakeholders to achieve M&E effectiveness. Hinton *et al.* (2018) study at how the Savelugu Nanton Municipality Assembly (GH), involved its stakeholders in monitoring and evaluating its programmes and projects, found that stakeholders at the community level had a negative view of M&E because they were rarely involved in the M&E of the projects and programmes. The study of Singh and Kaur (2021) analysed how including project stakeholders in M&E improves outcomes in India.

The theory of change proposes that in order to guarantee the effect of stakeholders' M&E, the project should emphasize the need for clear and consistent communication and coordination among project stakeholders. Haider *et al.* (2021) study the association between stakeholders' engagement in Monitoring and Evaluation and project performance in Pakistan. The study recommends that incorporating stakeholder engagement into project management processes and giving incentives for participation enhance project performance.

**Table 5**

*CIP Performance in Ngoma District*

| Statement n=336 | Mean | Std. dev |
|---|---|---|
| Stakeholders' management contributed to an effective implementation of CIP activities. | 4.15 | 0.698 |
| Stakeholders' management influenced the ability to meet the timeline of CIP activities per each farming season. | 4.01 | 0.969 |
| Stakeholders' management impacted cost efficiency and resource allocation for CIP farming activities. | 1.97 | 1.143 |
| Implementation of the CIP farming activities is as per quality standards intended. | 2.09 | 1.191 |
| Stakeholders involved in the CIP farming activities due to effective negotiation process. | 4.14 | 0.79 |
| Stakeholders' management contribute to the expected CIP performance. | 4.53 | 0.603 |
| **Overall Mean and Standard Deviation** | **3.5** | **0.899** |

The results show that the participants in the study expressed agreement with the assertion on performance of Crop intensification programme in Ngoma district, Rwanda, with the overall mean core of 3.50 and standard deviation of 0.899.

The findings align with Shenhar and Dvir's (2017) emphasis on project performance, particularly in how it is defined and measured. Shenhar and Dvir highlight traditional criteria like meeting time, cost, and scope constraints as key aspects of project performance. Also, the findings are consistent with the study of Ndegwa *et al.* (2017) who found that the public participation influences the project lifecycle of the public funded projects.

**4.2 Inferential Statistics**

For this study, inferential statistics play a crucial role in the study of hypothesis testing by enabling researchers to draw conclusions that cannot be derived from descriptive statistics.

**Table 6**

*Regression Model of the Factors Affecting the CIP Performance in Ngoma District*

| Model Summary | | | | | | |
|---|---|---|---|---|---|---|
| Model | R | | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | 0.846 | | 0.768 | 0.762 | 0.17500 | |
| **ANOVAᵃ** | | | | | | |
| Model | | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | | 27.694 | 4 | 6.923 | 120.299 | .000ᵇ |
| | Residual | | 18.867 | 331 | 0.057 | | |
| | Total | | 46.561 | 335 | | | |
| **Regression Coefficientsᵃ** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 4.544 | 0.677 | | 6.712 | 0.001 |
| | Stakeholders' Identification | 0.749 | 0.077 | 0.716 | 9.727 | 0.002 |
| | Stakeholders' Negotiation | 0.562 | 0.172 | 0.539 | 3.267 | 0.011 |
| | Stakeholders' Participation | 0.653 | 0.182 | 0.627 | 3.590 | 0.006 |
| | Stakeholders' M&E | 0.715 | 0.162 | 0.685 | 4.413 | 0.0014 |

Predictors: (Constant), Stakeholders' Identification, Stakeholders' Negotiation, Stakeholders' Participation, Stakeholders' M&E, Dependent Variable: CIP Performance.

Source: Author's computation, 2024

Table 6 presents the findings for the regression analysis. The model included Outcome variable and predictors such as stakeholders' identification, stakeholders' negotiation, stakeholders' participation and stakeholders' M&E. The R value of 0.846 indicates a strong positive relationship between the predictors and the outcome variable (CIP performance). The R Square value of 0.768 indicates that approximately 76.8% of the variability in the outcome variable can be explained by the predictors in the model.

The F-statistic of 120.229 indicates the results of an Analysis of Variance (ANOVA) for the regression model. The associated significance level (Sig.) denoted as 0.000 is less than the typical significance threshold of 0.05. This implies that the overall model of four predictors and an outcome is statistically significant. In simpler terms, there is strong evidence to assume that at least one of the predictors in the model has a significant effect on the dependent variable, CIP performance in Ngoma district.

The findings were supported by Belbin's (2019) emphasis on project stakeholder management by demonstrating that identification, participation, negotiation and M&E of stakeholders collectively play a significant role in explaining Project performance variance, reinforcing the idea of the crucial role of stakeholders' involvement.

The results of significance test indicate stakeholders' identification (p=0.002), stakeholders' negotiation (p=0.011), stakeholders' participation (p=0.006), and stakeholders' M&E (p=0.014). These variables were all significant at $p<0.05$ and 95% confidence level. A beta value of 0.716 indicates that a unit increase of stakeholders' identification contributed to 71.6% increase in CIP performance; a beta value of 0.539 indicates that a unit increase of stakeholders' negotiation contributed to 53.9% increase in CIP performance; a beta value of 0.627 indicates that a unit increase of stakeholders' participation contributed to 62.7% increase in CIP performance; a beta value of 0.685 indicates that a unit increase of stakeholders' M&E contributed to 68.5% increase in CIP performance. All these coefficients are statistically significant, as indicated by their associated Sig. values below 0.05.

The findings were supported by Kerzner's (2021) emphasis on project stakeholders' management, where he highlighted the individual contributions of stakeholders' identification, stakeholders' negotiation, stakeholders' participation and stakeholders' M&E as the strong predictors of Project performance that align with Kerzner's focus on team dynamics and motivation in achieving project performance and success.

## V. CONCLUSION & RECOMMENDATIONS

**5.1 Conclusions**

This study that aimed at assessing effect of stakeholders' management on CIP performance used the SPSS-version 27 to analyze the data that were collected using stratified random sampling for 336 respondents. The findings of the study show that stakeholders' identification, stakeholders' negotiation, stakeholders' participation and

stakeholders' M&E have both strong positive relationship and significant effect with and on CIP performance in Ngoma district, Rwanda.

## 5.2 Recommendations

Based on the findings of the study, it is evident that there is a need to employ strategic methods for stakeholders' negotiation to improve the level of stakeholders' involvement. The study would like to recommend the government agencies preferably the MINAGRI, RAB, local governments, to develop effective negotiation approaches that encourage farmers to work with and for the CIP to increase the agricultural production.

Based on the findings of the study, even though CIP stakeholders understand the benefit of market-oriented farming under the CIP, many of them do not recognize the effect of consistent good agricultural practices on farming production. Therefore, the study recommends that the monitoring and evaluation mechanisms should be effectively developed and consistently assisted to maintain both land and crop productivity.

The study findings revealed that there is a need for community awareness about stakeholders' negotiation and M&E. This would help to set a level of possible negotiation and level of involvement in monitoring and evaluation to make sure that the right number people from various categories of stakeholders with different skills and knowledge are integrated in the decision analysis and decision-making processes.

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