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Beneficiaries' Participation and Performance of Non-Governmental Projects in Rwanda: A Case of Socio-Economic Development Empowerment Project in Optima Organization

**Mukarurinda Marie Therese & Dr. Eugenia Nkechi
IRECHUKWU (PhD)**

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Beneficiaries' Participation and Performance of Non-Governmental Projects in Rwanda: A Case of Socio-Economic Development Empowerment Project in Optima Organization

***¹Mukarurinda, Marie Therese & ²Dr. Eugenia Nkechi Irechukwu (PhD)**

¹Master's Student, Mount Kenya University

²Senior Lecturer, Mount Kenya University

***Email of corresponding author: karulindat@yahoo.fr**

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Abstract

This research was based on the effect of Beneficiaries' participation on the performance of non-governmental project in Rwanda, a case of socio-economic development empowerment project in Optima organization. The objectives of the study were: To determine the effect of beneficiaries engagement in planning on the performance of socio-economic development empowerment project in Optima organization, to assess the effect of involvement of beneficiaries in implementation on the performance of socio-economic development empowerment project in Optima organization, to establish the effect of beneficiaries engagement in monitoring on the performance of socio-economic development empowerment project in Optima organization. Researcher used a descriptive and case study research design. 154 was considered as the target population, and a sample size of 111 was used as respondents. The respondents were chosen using a stratified and simple random sampling method, is the way of giving everyone in each stratum an equal chance to take part in the study. Research used both primary and secondary data collection techniques. A questionnaire was utilized to gather primary data, and a documentary review was performed to collect secondary data. The researchers assigned the questionnaires with codes and proceed to enter them into the solutions product and Social Sciences for analysis. Data was then analyzed in the form of frequencies, percentages standard deviations and means, inferential statistical and presented in table. Beneficiaries' participation influences performance of socio-economic development empowerment project in Optima organization at Regression analysis of $r=73.8\%$. The study concluded that beneficiary's participation contributes significantly to the performance of socio-economic development empowerment project in Optima organization. In recommendation, policy makers should make policies considering to the involvement of beneficiaries at all levels of projects development. Moreover, the research recommended project managers at national and local levels, to improve the level beneficiaries participate in project planning phase. Lastly,

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the research urged non-governmental organizations to ensure that beneficiaries participate actively in projects development at all levels.

Keywords: *Beneficiary Engagement, Socio-economic Impact, Performance Evaluation, Monitoring Empowerment Metrics, Project performance.*

1.0 Introduction

Since longtime, the beneficiary participation contributes significantly to the performance of non-governmental project, the performance of project depends on how project beneficiaries participate in planning, implementation, monitoring and evaluation, risk management to ensure the resources are used as expected to ensure the project will accomplish with budget, time as well as scope. In Poland, some nongovernmental project failed to meet completion time and experienced overrun of planned budget because of lack of beneficiary participation in planning, ineffective communication and no participation in project implementation. The evidence is the study done by Keshkamat, Looijen & Zuidgeest (2019) where it was indicated that ineffective communication caused the port project to fail to serve 45 million people per year as planned during project initiation and planning.

Funders like the World Bank have shown how top-down approaches to development fail in Africa throughout the past several decades of development. In developing countries, project implementation benefits are still modest, and the majority of projects lack sustainability. The absence of local involvement in the project's planning and implementation processes is suggested as a cause of these problems. The beneficiary involvement means including the community in deciding what the government or non-governmental organization should prioritize doing for them (Ulibarri, Scott & Perez-Figueroa, 2019).

Lack of community participation in project implementation bring numerous risks which cause project to be unable to meet the expected outcomes (Mieszkowski & Kardas, 2015). Enhancing high beneficiary engagement is the most efficient strategy to reduce waste. Participation from the intended audience improves the likelihood of seeing obstacles that might pose problems for the projects as they are being implemented. Beneficiary's participation gives decision-making units in Sub-Saharan Africa a wide range of alternatives for setting policy, enhancing the effectiveness of non-governmental programs, particularly those aimed at socioeconomic development. It is significant to remember that significant beneficiary involvement enables the organization to hear from a wide range of stakeholders. Effective engagement helps align stakeholder needs with corporate goals and creates the foundation for effective method development (Korne, 2020).

Giving window to the beneficiaries help a project team to ensure the investment made is used in appropriate manner. A study done by Keshkamat, Looijen and Zuidgeest (2016) about beneficiary participation on the performance of non -governmental projects in Tanzania. The study findings indicated that beneficiary engagement is one aspect that affects the projects' performance. Beneficiary engagement is crucial because it lowers the possibility of resistance within an organization. High beneficiary engagement enables the recipient to express their views on a certain initiative. Since everyone in the organization is aware of his or her obligations, involvement also lessens conflict.

Project is said to perform well once the project completed on time with planned budget and scope as well as serving right quality and quantity product to the beneficiaries. A project is said to be successfully completed when it has met the stakeholders' interests and expectations. If the needs and expectations of the stakeholders are not addressed, it will not be considered

successful even if it fits the time, money, and scope criteria (Locatelli, Invernizzi, Brookes, 2017). Cost, time, and quality measures are used to measure project performance. Trade-offs are necessary because these major constraints cannot be met in the best possible way. Depending on their expectations in relation to the actual quality, cost, and time of the project, the various project stakeholders evaluate project performance in a variety of ways. When one is involved in problem-solving, can develop loyalty to the management because he feels valued in the company even though he contributes ideas; anyone involved in visioning wants to put effort into achieving it and therefore frequently tend to support it. This is because they have knowledge of and interest in the organization, which enables them to find various solutions to the problem.

Rwanda is among developing country as well as fast economic growth, many international and local non-governmental project are taken place to launch different projects as the reason of support government to meet its 2030 vision program of eradicating poverty. The key success of project is to take beneficiaries in project performance in all phases of project life. In order to deal with the time, financial, and quality limitations associated with project asset management, project managers should give careful consideration to how beneficiaries participate in the project (Yang, 2021). Therefore, stakeholder involvement and satisfaction are crucial for project managers to carry out effective projects and to meet users' and organizations' requirements. Beneficiaries' participation is really more crucial than ever because of the linked nature of project operations.

Optima organization operates through Abadahemuka association in Rwamagana district where the majority of people are living thanks to agriculture activities. To help ones who are interested but who don't have property, the project facilitates to access land by hiring parcel for agriculture activities. Thus, the concerned people are organized into group work and they are assisted in practice crops growing and market oriented for their financial increasing. This study is therefore based on this ground and seeks to examine the influence of Beneficiaries participation on the performance of non-governmental projects, in Optima organization.

1.1 Problem Statement

According to World Bank (2017), the poor project performance in Sub-Saharan Africa and Asia is caused by a low rate of successful implementation. The primary reasons for failures are poor stakeholder involvement, inadequate monitoring and evaluation, inadequate implementing capacity, absence of established techniques to guide project management, and political interference.

Heravi (2019) indicated that 3 out of 5 non-governmental funded projects implemented in developing countries experienced budget overruns and delay of project leading to the poor performance. The RCA is the public institution in charge of the promotion, registration and regulation of cooperatives in Rwanda. RCA registered 919 cooperatives in 2005. In 2018 the number of cooperatives stood at 9,323, with nearly 4 million members, operating in agriculture and livestock (45%), trading (13%), handicraft (11%) and service industries (10%), as well as transport, housing, mining and fishing. These businesses are then organized within unions, federations and confederations. (thenews.coop/143127/sector/credit-unions/cooperatives-in-rwanda-an-overview/).

In vision 2020, Rwandan government put a large effort to support non-governmental projects in form of cooperative projects. According to the findings published by Layern (2020) about the beneficiary's participation on the performance of non-governmental projects in Rwanda, the results showed that 43% experienced cost overruns and completed within 3.5 years from 2 years resulting in failure of the performance of those projects. The reasons causing those

projects to fail were lack of beneficiary's participation in planning, implementation, monitoring and evaluation, neglect accountability and poor communication among stakeholders. By consideration of above background, research interested in knowing the effect of beneficiaries' engagement in planning on the performance of socio-economic development empowerment project in Optima organization.

1.2 Research Objectives

- i. To determine the effect of beneficiaries' engagement in planning on the performance of socio-economic development empowerment project in Optima organization
- ii. To assess the effect of involvement of beneficiaries in implementation on the performance of socio-economic development empowerment project in Optima organization
- iii. To establish the effect of beneficiaries' engagement in monitoring on the performance of socio-economic development empowerment project in Optima organization

1.3 Research Hypothesis

H0₁: There is no significant effect of beneficiaries' engagement in planning on the performance of socio-economic development empowerment project in Optima organization.

H0₂: There is no significant effect of involvement of beneficiaries in implementation on the performance of socio-economic development empowerment project in Optima organization.

H0₃: Beneficiaries' engagement in monitoring has not significant effect on the performance of socio-economic development empowerment project in Optima organization.

2.1 Theoretical Framework

2.1.1 Participatory Approach

One of the original members of the "participatory approach" Robert Chambers (1970s) describes how the general public is engaged in project life cycle management to ensure project ownership and sustainability. Community engagement has been seen as crucial to rural development at least since the early 1950s, according to Caroline, Moser and Caroline (2013). Participation in urban development initiatives has not received the attention it deserves. One factor could be that rural programs are mostly production-oriented, and it is obvious that beneficiaries must participate in the creation of production systems as producers. Beneficiaries of urban projects have traditionally been seen largely as service consumers, and as a result, their contribution to the creation of supply systems has received less attention. Benefits include improved project targeting to people's real needs through their participation in the planning phase, in addition to cost reduction and resource mobilization. User involvement is a key component of demand-driven urban and housing development. Participation also strengthens the user community's "ownership" of the facilities.

2.1.2 Theory of Change

The theory of change is used to frame the discussion of this study. In the middle of the 1990s, the fields of program theory and program evaluation developed a new method for examining the theories driving initiatives and programs aimed at bringing about social and political change: The "Theory of Change" (Weiss, 2011). In addition to assessing whether a program is effective, Theory of Change focuses on describing the strategies it employs to be successful (Chris et al., 2011).

In essence, a theory of change is a thorough explanation and demonstration of how and why a desired change is expected to occur in a specific setting. Its main emphasis is on defining or completing what has been referred to as the "missing middle" between what programs or change initiatives do (their activities or interventions), and how they result in the accomplishment of desired goals.

This is accomplished by first determining the desired long-term goals, then working backward from these to determine all the conditions (outcomes), together with their causal relationships, that must be realized in order for the goals to materialize. An outcomes framework describes each of these. The type of activity or intervention that will result in the results specified as essential before the long-term goal can be attained is then determined using the Results Framework as the basis. This approach enables a more thorough comprehension of the precise connection between activities and the achievement of long-term goals. Activities linked to in-depth understanding of how change actually that occurs lead to better planning.

2.2 Empirical Literature

2.2.1 Beneficiaries' Engagement in Planning and Performance

Globally researchers found out that community participation is directly connected with project performance. For instance according to the study made by Noori (2017) in Afghanistan, it was found that a high positive relation exist between participatory planning & design and project sustainability at Pearson correlation of 0.547 and a low positive relation exist between participatory need assessment and project sustainability at Pearson correlation of 0.441.

In Africa, a number of studies were conducted in order to determine how beneficiaries' participation in planning affected the success of a project for socio-economic development.

In Ghana, Demirkesen and Ozorhon (2017) conducted a study. A cross-sectional research design was used in the study. Questionnaires and interviewing protocols were the main study tools. SPSS 2024 was used to analyze the data. According to the results, 78% of respondents said that beneficiary participation gives project developers guidance and helps the project be finished on schedule and under budget.

Also, the findings showed that there is strong correlation between beneficiaries participation planning and performance of project at coefficient correlation of 0.95($r=0.95$). The study concluded that project managers increase the chance of project performance when beneficiaries are included in planning phases. In recommendation, the study suggested the project manager's needs to take sample of project beneficiaries even if beneficiaries are more to consider all during planning. In Nigeria, 43 questionnaires were distributed to three main groups of respondents: quantity surveyors, builders, and architects who managed projects. It was discovered that a project manager's aptitude for giving instructions is the best leadership style, contributes to the project's 20 best artistic qualities, and fosters stronger inter-functional connections.

Eligious and Irechukwu (2022) conducted research about the role of stakeholder's involvement in Model Villages Project sustainability in Rwanda, taking a case of Model Villages Project in Rweru Sector, Bugesera District. The target population for this study was 122 respondents made up of 18 Project management Team members and 104 Project Recipients or Primary beneficiaries from which a sample of 94 was selected using stratified random sampling technique. The findings showed that the respondents (63.8%) said that they were involved in the project identification phase and 47.9% of the respondents were involved in beneficiary value creation. The regression model on project implementation ($F=7.765$, $P=0.000$) were

found to be statistically significant since their p-values were less than 5%. This indicated that stakeholders' involvement in project planning and project implementation both have statistically significant effect on project sustainability. The study concluded that beneficiary's involvement in planning, implementation contribute to the sustainability of project. However, the study recommended that government policy makers and other Project Managers in Bugesera District should ensure that stakeholders are playing a key role at all stages of projects management.

2.2.2 Beneficiaries Involvement and Performance

In their study, Keshkamat, Looijen and Zuidgeest (2016) analyzed the impact of beneficiaries' participation in implementation and performance of socio-economic projects in Indonesia. The study considers 3214 population and 1356 were selected as sample size. According to the report's results, beneficiary involvement in project implementation reduces the probability of resistance during implementation, which has an impact on how well programs perform.

Furthermore, they said that encouraging high beneficiary participation gives all parties involved the opportunity to express their views regarding a certain project and reduces conflict by ensuring that they carry out their responsibilities. In their study on community involvement in the project cycle of a forestation project, Maraga et al. (2011) focused on the involvement in the project implementation stage.

As conducted by Christella and Irechukwu (2021). To explore the implementation factors and community project performance in Rwanda: A case study of Water Aid Rwanda Project (WARP) in Gahanga sector, Kicukiro District. The specific objectives were to establish the effects of project plan implementation, managerial support and manager's competence on community project performance of WARP in Gahanga sector in Kicukiro District. The study employed descriptive research design using quantitative and qualitative approaches. The study used questionnaire and interview guide to collect the data. The findings revealed that the majority of respondents agreed that there was well organized project work plan that is mutually understood by all employees before project implementation starts as shown by an agreement of 56% response, again 26% strongly agreed that project detailed work plan is discussed before project implementation.

Phiri (2015) conducted research on the impact of beneficiaries' involvement in project implementation on the success of agricultural projects in Egypt. The study's objective was to find out how much the project's beneficiaries contributed to its success during implementation, and an explanatory research design with a sample size of 321 respondents was used. Mean, standard deviation, and inferential statistics were used in the data analysis. The results shown that beneficiaries' participation helps organize activities, allocate resources, use those resources effectively, and undertake specific tasks efficiently and effectively through a well-coordinated people and the resources to meet the project goals.

Insufficient community involvement in the implementation of community development initiatives, according to Limo (2013), is a major factor in the failure of the project. Better measures for promoting public participation, he said, should be developed. According to the studied literature, public involvement in project execution is superior to that of previous project life-cycle phases. To encourage and enable community members to participate in the implementation of the development initiatives in their region, additional work must be done. Better approaches that encourage community involvement must also be developed.

2.2.3 Beneficiaries Engagement in Monitoring and Performance

According to the (International Federation of Red Cross and Red Crescent Societies(2011), Monitoring has been defined as the collection of information as the project continues and also as the usual routine and collection and including the analysis of the information and also to assess the progress accordingly in accordance with the established standards. On the other hand, assessment is a systematic and also quite objective when it comes to progress of a project, either after it has been completed or as it progresses. This is aimed to determine the actual relevance of every project including the needs of the target beneficiaries, its efficiency, effectiveness as well as its impact and sustainability.

Yin (2009) said that the neglect of community members in the monitoring and evaluation of development projects in the past has been blamed for Ghana's development failures and the enormous problems facing project implementation and management in the country. Conventional Monitoring and Evaluation was left to only a few people especially the bureaucrats who sit in the office and monitor projects at the community level. The centralized approach to project management and implementation led to the marginalization and exclusion of communities and other local stakeholders who were the ultimate beneficiaries of development projects in the monitoring and evaluation process. It is in the light of this that the study would be undertaking to assess whether communities are involved in the monitoring and evaluation of development projects using as basis the project cycle management and profiles of some selected projects.

In Nairobi County, Kenya, Njogu (2016) studied how project performance was impacted by beneficiaries' participation in monitoring and evaluation of the Nema Automobile Emmission Control Project. A descriptive survey was employed as the research design for this investigation. The study sample consisted of 181 respondents who held positions in management, project management, management teams, supervision, and quality control. The usage of stratified sampling was employed. The questionnaire was used to collect first-hand information. According to the study, project monitoring by stakeholders has a favorable and significant impact on how well automobile emission control projects perform.

Further, research added that beneficiary's participation in monitoring and evaluation improve provision of feedback, facilitation in corrections of errors and aligning project activities with time required to complete. The adoption of participatory monitoring and evaluation systems for community-based development projects in the Kenyan slum of Kibera was the subject of a research by Ngatia (2016). A descriptive survey research design was used for this study. The target audience consisted of 138 respondents, from whom the same sample of 122 was drawn.

According to the study, Rwanda hosts a large number of local and international Non-governmental organizations who purports to engage in local activities of uplifting the lives of the community. The intended beneficiaries on the other hand have little contribution in monitoring and evaluating the activities of these groups due to lack of empowerment and capacity to do so, neglect and also the secrecy in which the developmental projects are being planned, designed and initiated at the top management level. The study in Kirehe Community-based Watershed Management Project (KWAMP) in 2016 indicates that there is a positive correlation between beneficiary participation in project monitoring and evaluation and beneficiary awareness of the project success. This study established that majority of the respondents planning or establishing the framework for participatory in M&E process, including identification of objectives. This is shown by the statistics rated by a mean of 1.82 and a heterogeneous standard deviation of .952 which means that majority of them stated that they participate to small extent in M&E of the project.

The study done by Njogu (2016) concluded that performance is positively influenced by beneficiaries' participation in planning. The study was done on construction companies in Tanzania not in Rwanda and did not indicate whether the construction projects influenced by beneficiaries' participation in planning were non-governmental or government or private companies. The current research focused on the effect of beneficiaries' participation on the performance of non-governmental organization in Rwanda.

Harold (2019) analyzed the contribution of beneficiaries' participation in determination of project requirements in Public project in Uganda. The mixed methods of qualitative and quantitative were used. The study concluded that beneficiary's participation in planning enhances performance of project. The study, however, did not reveal beneficiaries participation in planning, implementation and monitoring in non-governmental projects. The current study will reveal the beneficiaries' participation in planning, implementation and monitoring in non-governmental organization.

Valentine (2016) conducted a study on effect of beneficiaries' participation in project monitoring and evaluation on project success in Rwanda. From the study findings, it is more than clear that the beneficiaries of Kirehe community-based Watershed management Project (KWAMP) project in Kirehe district see benefits and were fully involved in the project right from its planning stages. The study established that majority of the respondents planning or establishing the framework for participatory in planning process, including identification of objectives. This is shown by the statistics rated by a mean of 1.82 and a heterogeneous standard deviation of .952 which means that majority of them stated that they participate to small extent in planning of the project. However this study did not uncover the effect of beneficiaries' participation in planning and implementation.

2.3 Conceptual Framework

A conceptual framework is a summary of variables which are interconnected and related to this research and will be examined through the study process. Variables in this framework will allow researcher gathering appropriate information needed in achieving set objectives. Figure 1 shows the conceptual framework.

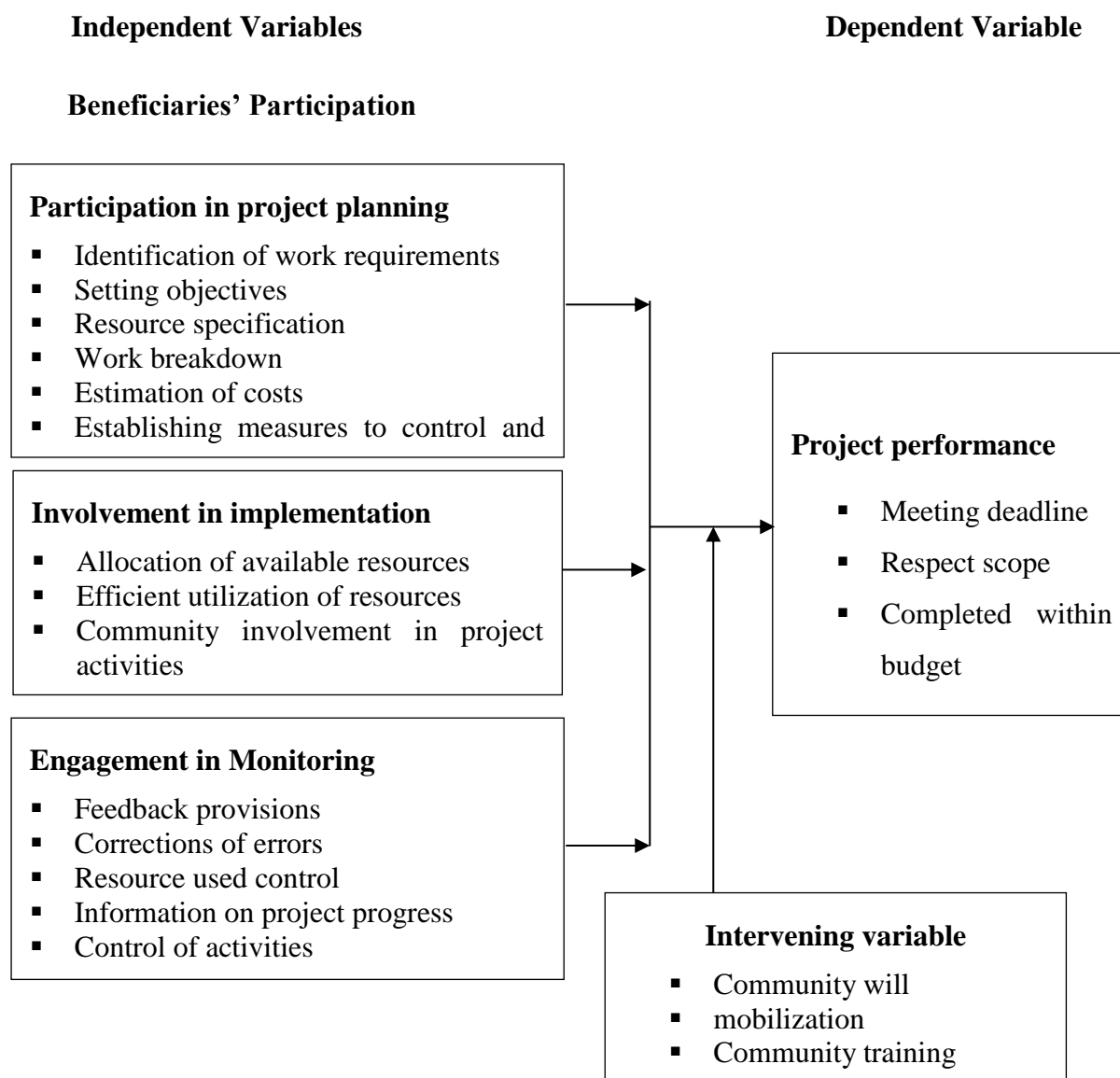


Figure 1: Conceptual Framework

Source: Researcher (2023)

3.0 Research Methodology

A plan for economically and effectively collecting and evaluating data is known as a research design. It is a road map that was used to direct a research project toward its goal (Bajpai, 2011). A descriptive research design was used for this investigation. Answers to the questions of who, when, where, how, and what are relevant to the study problem are provided by descriptive research designs (Mugenda and Mugenda, 2018).

The study's target population was 154 volunteers from the Optima organization. Sample design was developed before data collection. The sample size of the study was calculated using Sliven's formula.

$$n = \frac{N}{1 + N(e)^2}$$

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n = is sample size

N = is population=154

e = error tolerance=0.05=5%

By applying the above formula, the sample size in this study became the following:

$$n = \frac{154}{1 + 154(0.05)^2} = 111$$

In sampling method, researcher utilized stratified due to the difference in characteristics of target population. In a group of same characteristics, simple random sampling was utilized where every individual has equal chance to be selected and purposive method was used where the researcher selected the most resourceful individuals.

The questionnaire was used in the study to get primary data, and a review of the documentation was done to collect secondary data. Data collection instruments are the techniques and tools used to gather the data. To collect the necessary data, the researcher used a questionnaire and an examination of the relevant documentation. A number of participants were asked to respond to a set of questions on the questionnaire in order to provide information on the goals of the research. Likert scales were used to generate the structured questions. The researcher applied various sources of documents such as published books, reports and visit different website having information related to the contents of topic.

Statistical Package for the Social Sciences (SPSS) version 23 was used in analysis of the data collected at field. Data was edited, organized, and updated after data collection to remove any duplication, inconsistencies, or errors that could compromise data analysis, non-standardized data that must be classified and examined using conceptual analysis. The data was analyzed using descriptive statistics like mean, standard deviation, and frequency distribution. Frequency tables were utilized to exhibit the data for demographic social characteristics, and central tendency was used to analyze the data for the specified aims. Finally, regression analysis was used to show how the independent variable affects the dependent.

The effect of the independent variable on the dependent variable was examined using regression analysis; the regression formula facilitated the researcher in determining the relationship between beneficiaries' participation as an independent variable and performance of non-governmental projects as a dependent variable.

$$\hat{Y} = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Y means performance of non-governmental projects as dependent variable

a is the regression constant. This shows the value of y when $X_4 = X_3 = X_2 = X_1$.

β_1 , β_2 , β_3 , and β_4 refer to changes in Y with respect to a unit fall or increase in X_1 , X_2 , X_3 and X_4 respectively.

X_1 presents planning, X_2 represents implementation X_3 symbolizes monitoring and evaluation. ε refers to an error term since some unspecified variables might also affect the socio-economic development empowerment Performance Project.

4.0 Findings and Discussion

Analyzed data was collected using questionnaires where 111 questionnaires were served to the selected respondents. Basing on the returned questionnaires, researcher found that all provided questionnaires were returned making responses rate of 100% (111). The first section of chapter four indicates the findings related to profile of respondents whereas second section reveals responses related to the specific objectives. Demographic information on respondents revealed that 37.8% of the respondents were male and 62.2% of respondents were female. The findings showed that performance of socio-economic development empowerment project in Optima organization employed greater number of female compares to male. Majority of respondents were between 31-40 computed 41.4% followed by 20-30 accounted 26.2%. On the other hand, 41-50 revealed that they were 19.8% while the remaining 12.6% asserted they are 12.6%. According to the finding's respondents were classified in various range of years which improve ability of project to achieve on its objectives from consolidating different energy and ideas within project members. Moreover, 36.9% was secondary completed whereas 32.4% were below secondary level. Furthermore, 29.8% indicated that they had bachelor's degree and only 1 person has master degree account 0.9%. The results showed that respondents are educated which increase ability of respondents to answer the questionnaires in accurately manner.

4.1 Descriptive Statistics

This part provides responses related to the beneficiaries' engagement in planning on the performance of socio-economic development empowerment project in Optima organization. Table 1 shows the results.

Table 1: Descriptive Statistics on Beneficiaries' Engagement in Planning

Responses	SA	A	N	D	SD	Mean	St. Dev
Beneficiaries play a big role in identification of work requirements in socio-economic development empowerment project in Optima organization	31.5	53.2	7.2	6.3	1.8	4.06	.89
Beneficiaries play an important role in setting objectives in socio-economic development empowerment project in Optima organization	27.8	54.2	9.0	6.3	2.7	3.99	.93
Beneficiaries play a considerable role in resource specification in socio-economic development empowerment project in Optima organization	30.5	52.4	8.0	7.3	1.8	4.04	.90
Beneficiaries participate in determining work breakdown in socio-economic development empowerment project in Optima organization	31.5	48.6	11.7	4.5	3.6	4.00	.97
Beneficiaries play a big role in estimation of costs in socio economic development empowerment project in Optima organization	27.0	49.5	10.8	7.3	5.3	3.84	1.08
Beneficiaries are involved in establishing measures to control and risk management in socio-economic development empowerment project in Optima organization	26.1	52.3	6.3	10.8	4.5	3.84	1.07

Source : Primary Data (2023)

Table 1 shows the effect of beneficiaries' engagement in planning on the performance of socio-economic development empowerment project in Optima organization. The study was interested in knowing whether Beneficiaries play a big role in identification of work requirements in socio-economic development empowerment project in Optima organization. The findings showed that 31.5% strongly agree and 53.2% agreed the statement. However, 7.2% chose neuter, 6.3% disagreed and 1.8% strongly disagreed the statement, the respondents agreed the statement at strong mean of 4.06 and standard deviation of 0.89, this result confirmed that respondents agreed the statement.

Researcher asked the respondents whether Beneficiaries play an important role in setting objectives in socio-economic development empowerment project in Optima organization, the results showed that majority of respondents agreed at 53.2% and 28.8% strongly agreed. Even though majority of respondents agreed, few of them disagreed at 6.3% and 2.7% strongly disagreed and 9.0% were neutral, furthermore results showed that respondents agreed at mean of 3.99% and standard deviation of 0.93. This result explains clearly beneficiaries contribute to the setting objectives.

The researcher asked the respondents whether beneficiaries play a considerable role in resource specification in socio-economic development empowerment project in Optima organization. The findings revealed that 31.5% strongly agreed and 51.4% agreed. Contrary, 11.7% were neuter, 4.5% disagreed and 3.6% strongly disagreed the statement while respondents agreed at mean of 4.00 and standard deviation of .97. Concerning to the beneficiaries play a big role in estimation of costs in socio economic development empowerment project in Optima organization, the following responses were obtained 27.0% strongly agreed and 49.5% agreed, 7.3% of respondents were neutral. Despite 7.3% disagreed and 5.3% strongly disagreed the statement, meanwhile statement was confirmed at mean of 3.84 and standard deviation of 1.08. The study established that beneficiaries are involved in establishing measures to control and risk management in socio-economic development empowerment project in Optima organization at agreement of 26.1% strongly agreed and 52.3% agreed. Contrary, 6.3% were neutral, 10.8% disagreed and 4.5% strongly disagreed the statement. On the other hand, respondents agreed at mean of 3.84 and standard deviation 1.07.

The findings are supported by research done by Demirkesen and Ozorhon (2017) who indicated that project managers increase the chance of project performance when beneficiaries are included in planning phases. Furthermore, the study was in line of Eligious and Irechukwu (2022) who indicated that stakeholders 'involvement in project identification, stakeholders 'involvement in project planning and stakeholders 'involvement in project implementation affect sustainability of model villages project in Rweru sector, Bugesera district. Identification of project requirements is very important to the performance project; beneficiaries provides various inputs during identification of project requirements, the successfully of project improves from setting and implementing effective objectives, the beneficiaries contribute to the estimation of budget which increase capabilities of project managers to get adequate financial resources needed to optimize performance of project , the findings confirmed that beneficiaries engagement in planning play great importance on the performance of project through estimation project budget required to implement project activities from beginning to the project closing, ability of beneficiaries to take place in identification risks as well as managing the risks is very important in promoting performance of project.

Effect of involvement of beneficiaries in implementation on the performance of socio-economic development empowerment project in Optima organization

This part indicates the effect of involvement of beneficiaries in implementation on the performance of socio-economic development empowerment project in Optima organization. The researcher asked this question to assess how involvement of beneficiaries in implementation contributes to the performance of project.

Table 2: Descriptive Statistics on Involvement of Beneficiaries in Implementation

Responses	SA	A	N	D	SD	Mean	St. Dev
Beneficiaries are involved in allocation of available resources	31.5	46.8	9.9	8.1	3.6	4.21	.94
Beneficiaries participate in efficient utilization of resources	30.6	45.9	10.8	9.9	2.7	3.91	1.02
There is community involvement in project activities	25.2	44.1	16.2	12.6	1.8	3.78	1.02

Source : Primary data (2023)

The Table 2 shows the effect of involvement of beneficiaries in implementation on the performance of socio-economic development empowerment project in Optima organization. Concerning on beneficiaries are involved in allocation of available resources, 31.5% strongly agreed and 46.8% agreed whereas 9.9% were neutral. Oppositely, 8.1% disagreed and 3.6% strongly disagreed the statement. Also, respondents agreed the statement at mean of 4.21 and standard deviation of 0.94. Further, Beneficiaries participate in efficient utilization of resources at agreement of 30.6% strongly agreed and 45.9% agreed. However, few respondents refused the statement where 9.9% disagreed and 2.7% strongly disagreed the statement, 10.8% chose neutral. In addition to, respondents agreed at mean of 3.91 and 1.02 standard deviation.

The findings revealed that there is community involvement in project activities at 25.2% strongly agreed and 44.1% of the respondents agreed the statement. On the other hand, 16.2% were neutral. However, 12.6% and 1.8% disagreed and strongly disagreed respectively. Further, results showed that respondents agreed ant mean of 3.78 and standard deviation of 1.02. The findings were in agreement of Christella and Irechukwu (2021). Who revealed that mutually understood by all employees before project implementation maintain performance of community project, Also they agreed that community participation in project implementation stimulate performance of project.

Additional, study agreed with by Keshkamat, Looijen and Zuidgeest (2016) who stated that participation of beneficiaries in implementation of project reduce the chances of resistance within implementation of project. Further, they added that enabling high beneficiary's engagement allows the stakeholders to express their views toward a particular project as well as reducing conflict through fulfillment of their responsibilities. Beneficiaries in implementation of project improve the chance of tracking project deviation which should lead to the ineffective of project and failure, implementation of project requires collaboration various project stakeholders, hence beneficiaries improve the level of sharing project results as well as controlling the use of resources. Beneficiaries engagement in project implementation contributes significantly to the meeting of triple constraints including schedule, budget and scope, allocation of resources is done in proper manner through beneficiaries' engagement in project implementation. Implementation phase is very important stage to make project

performance due to it gives beneficiaries sufficient doors to provide opinions and performing project activities leading project to be performed well through strong commitment and make ownership of project for beneficiaries.

Effect of beneficiaries' engagement in monitoring on the performance of socio-economic development empowerment project in Optima organization

This subsection shows the information related to the effect of beneficiaries' engagement in monitoring on the performance of socio-economic development empowerment project in Optima organization. The findings were analysed using percentage, mean and standard deviation.

Table 3: Descriptive Statistics on Beneficiaries' Engagement in Monitoring

Responses	SA	A	N	D	SD	Mean	St. Dev
Beneficiaries receive feedback provisions	32.8	55.9	6.3	3.6	1.8	4.13	.82
Beneficiaries participate in Corrections of errors	28.8	51.4	10.8	8.1	.9	3.99	.89
Beneficiaries participate in Resource used control	27.9	49.5	12.6	7.2	2.7	3.92	.96
Beneficiaries get Information on project progress	33.3	53.2	6.3	5.4	1.8	4.12	.87
Beneficiaries participate in Control of activities	31.5	52.3	4.5	8.1	3.6	4.00	1.00

Source : Primary data (2023)

Table 3 shows that beneficiaries receive feedback provisions at agreement of 32.8% strongly agreed and 55.9% agreed. Although, 6.3% were neutral. However, 3.6% disagreed and 1.8% strongly disagreed the statement, the mean of respondents was 4.13 and standard deviation of .82. Furthermore, researcher asked whether beneficiaries participate in Corrections of errors, the following responses were provided by respondents, 28.8% strongly agreed and 51.4% agreed. However, 10.8% chose neutral, 8.1% disagreed and 0.9% strongly disagreed, also respondents agreed at mean of 3.99 and standard deviation of 0.89. Researcher sought to find out whether beneficiaries participate in Resource used control, 27.9% strongly agreed and 49.5% agreed. Contrary, 12.6 were neuter, 7.2% disagreed and 2.7% strongly disagreed the statement. Meanwhile, respondents agreed at strong mean of 3.92 and standard deviation of 0.96 which confirm the respondents agreed that beneficiaries participate in resource used control.

The study indicates that beneficiaries get information on project progress, 33.8% strongly agreed and 53.2% agreed, 6.3% were neutral. Despite of majority agreed the statement, few respondents answered oppositely, where 5.4% and 1.8% disagreed and strongly disagreed the statement, addition to, respondents agreed at mean of 4.10 and standard deviation of 0.87. Finally, respondents revealed that beneficiaries participate in Control of activities, 31.5% strongly agreed and 52.3% agreed, 4.5% were neutral. Even though, majority of respondents agreed, 8.1% disagreed and 3.6% strongly disagreed the statement. On the other hand, respondents agreed at mean of 4.00 and standard deviation of 0.1.00.

The study agreed with Njogu (2016) revealed that beneficiary's participation in monitoring and evaluation improve provision of feedback, facilitation in corrections of errors and aligning project activities with time required to complete. Monitoring is key aspects to maintain the

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performance of project since the beneficiaries are the one who get more outcomes from developed project as well as change positively their life conditions. Monitoring and evaluation facilitate beneficiaries to prevent any things or aspect which may hinder performance of project, hence effective beneficiaries' engagements reduce highly the chance of project failure making the completion within triple constraints.

Performance of socio-economic development empowerment project in Optima organization

This section provides results related to the performance of socio-economic development empowerment project in Optima organization. The performance of project was examined using respecting schedule, budget, meeting scope and project objective.

Table 4: Descriptive Statistics on Performance

	SA	A	N	D	SD	Mean	St. Dev
Responses							
Meeting deadlines	26.1	52.3	14.4	4.5	2.7	3.94	.91
Respecting budgets	27	54.1	11.7	6.3	0.9	4.00	.85
Meeting quality specifications	22.5	56.8	10.8	8.1	1.8	3.90	.90
Meeting project scope	24.3	56.8	11.7	4.5	2.7	3.95	.88
Satisfying project stakeholders	21.6	48.6	16.2	9.9	3.6	3.74	1.02

Source: Primary data (2023)

Table 4 illustrates various indicators showing the performance of socio-economic development empowerment project in Optima organization. The researcher was interested in knowing whether project meet deadlines, majority of respondents agreed at 26.1% and 52.3% strongly agreed with mean of 3.94 and standard deviation of 0.91. On the other hand, 14.4% chose neuter, 4.5% and 2.7% disagreed and strongly disagreed the statement. Also, the study revealed that project respects budgets at agreement of 27% strongly agreed and 54.1% agreed with strong mean of 4.00 and standard deviation of .85, while 11.7% were neutral. However, 6.3% disagreed and 0.9% strongly disagreed the statement. The respondents indicated that project meet quality specifications as indicator of project performance at 22.5% strongly agreed and 56.8% agreed with highest mean of 3.90 and standard deviation of 0.90, the results indicates strong agreement of respondents. However, 10.8% were neutral, 8.1% chose disagreed and 1.8% selected strongly disagreed. Furthermore, project meet scope as indicator of good performance of project, results showed that 24.3% of respondents chose strongly agreed and 56.8% agreed while respondents agreed at mean of 3.95 and standard deviation of 0.88. However, low disagreement results were obtained, 11.7% were neutral, 4.5% disagreed and 2.7% strongly disagreed the statement. At the end, researcher asked whether satisfying project stakeholders as criteria of project performance, the results showed that 48.6% of the respondents agreed and 21.6% strongly agreed with mean of 3.74% and standard deviation of 1.02. On the other hand, 16.2% were neutral, 9.9% disagreed and 3.6% strongly disagreed the statement. The findings were in line of research done by Bonner and Gundlach (2015) who

indicated that project performances are characterized by meeting project objectives within triple constraints such as budget, scope and schedule.

Basing on the findings socio-economic development empowerment project in Optima organization meet various indicators of project performance such as completion on time, useful budget as planned, meeting scope and satisfying project stakeholders as targeted during initiation and planning phases, project performance is achieved due to well cost managed, schedule is considered and respected, scope is maintained, managers concentrate on the effective and efficiency utilization of budget to avoid overrun of budget, project tends to suffer poor performance when project manager fails to manage effectively triple constraints.

4.2 Inferential Statistics

Correlational Analysis

Researcher applied correlational analysis to measure the relationship between independent variables and dependent variable. Independent variables were constituted by beneficiary’s engagement in planning, beneficiary’s engagement in implementation and beneficiary’s engagement in monitoring while dependent variable is socio-economic development empowerment project performance. Table 5 shows correlation matrix. .

Table 5: Pearson Correlation Matrix

		Planning	Implementation	Monitoring	Performance
Planning	Pearson				
	Correlation	1			
	Sig. (2-tailed)				
Implementation	N	111			
	Pearson				
	Correlation	.680**	1		
Monitoring	Sig. (2-tailed)	.000			
	N	111	111		
	Pearson				
Performance	Correlation	.689**	.685**	1	
	Sig. (2-tailed)	.000	.000		
	N	111	111	111	
	Pearson				
	Correlation	.756**	.796**	.761**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	111	111	111	111

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

Source: Primary data, 2023

The table 5 indicates how independent variables correlated with dependent variable, the results showed that there is positive relationship between beneficiaries’ engagement in planning and performance of socio-economic development project because of the positive value for correlation coefficient of .756. Beneficiaries’ engagement in planning optimizes performance of project due to inputs provided by project members. Further, the results showed that

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beneficiary's engagement in implementation contributes to the performance of socioeconomic development project in Optima Organization at .796. Finally, results indicated that beneficiary's engagement in monitoring leads to the performance of socio-Economic project in Optima Organization at .761.

The findings agreed with Kerzner (2017) who indicated that beneficiary's engagement in planning, implementation, monitoring and identification of project risks contribute to the performance of community development project in Tanzania. Ability of beneficiaries to participate in project life cycle is very important to stimulate performance of project using available resources, identification project requirements and setting measures to prevent project risks.

Regression analysis

This section illustrates the relationship between independent variable (beneficiaries' participation) and dependent variable which is Socio-economic development project performance. Analysis was done using regression linear to find out the effect of Beneficiaries' participation on the performance of socio-economic development empowerment project in Optima organization. The components of independent variable are beneficiary's engagement in planning, implementation and monitoring. In this study model summary, variances and coefficients of variables were determined in Tables 6, 7 and 8 respectively.

Table 6: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
	.859 ^a	.738	.954		.95123

a. Predictors: (Constant), Planning, Implementation and Monitoring

Source: Primary Data (2023)

Table 6 shows that regression analysis revealed ($R = .859$) which is a favorable connection while the R square of 0.738 indicated that the model's predictors, beneficiary's engagement in planning, implementation and monitoring accounts 73.8% correlation with the dependent variable as Socio-Economic Development empowerment project. Further, the research concluded that combination of all components of independent variable raise farmers performance.

Table 7: Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1584.660	4	681.553	753.236	.000 ^b
Residual	556.817	107	.905		
Total	2141.477	111			

Source : Primary Data (2023)

- a. Predictors: (Constant), Planning, Implementation, Monitoring
- b. Dependent Variable :Project performance

Table 7 shows that the model indicates that 73.8% of the differences in Socio-Economic Development project (1584.660 out of 2141.477), while other variables not captured by the

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model where it can explain 22.2% percent (556.817out of 2141.477). F value of the model is 753.236, where significantly different from zero. P-value of 0.000 is below predetermined level which indicates statistical significance of independent variables to the dependent variable. In recommendation, the model is good to indicate the performance of Socio-Economic Development Empowerment Project.

Table 8: Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.137	.466		4.590	.000
Planning	.230	.109	.910	8.521	.000
Implementation	.461	.032	1.454	1.904	.060
Monitoring	.369	.145	1.273	-1.862	.000

Source: Primary Data (2023)

Dependent Variable: Project Performance

The recognized regression equation was:

$\hat{Y} = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ by replacing β by its value we get:

$$\hat{Y} = 2.137 + 0.91X_1 + 1.454 X_2 + 1.273 X_3 + .95123$$

Table 8 shows the responses of the regression coefficients. The performance of Socio-Economic Development Empowerment Project was established through determination of Standardized Coefficients (B). In reference to the T-statistics, more beneficiaries' participation influences performance of project. Where the results indicated that performance of Socio-Economic Development project is influenced by beneficiary's engagement in planning, implementation and monitoring at the following rate planning (=0.910), implementation (=1.454), monitoring (=1.273).

In addition to, a unit change due to beneficiaries engagement in planning contributes to the performance of project at .910 times while any factor change in implementation due to beneficiaries engagement in implementation would contribute to the project performance at 1.454 times, and a section change from beneficiaries engagement in monitoring leads to project performance at 1.273 times. All p-values in the research were less than 0.05, it explains that variables are statistically confirming independent variables contributes to the performance of Socio-Economic development empowerment project.

The findings concurred the research done by Freeman (2014). Beneficiaries' engagement is essential for any project achieve on its objective as well as sustain, when people participate; they understand what a project entail. Further, the people take responsibility for the project and assist by contributing to the maintenance of the project.

Results of Hypotheses Testing

This section indicates the linear regression model summary. Hence, the table indicates (R^2), the essential effects so as to confirm whether hypotheses are acceptable or reject according to the results of hypothesizes test.

Table 9: Results of Hypotheses Testing

Hypothesis developed	Beta (β)	P-values	Decision on Ho	R ²
Planning	.910	.000	Rejected	.738
Implementation	1.454	.000	Rejected	
Monitoring	1.273	.000	Rejected	

Source : Primary Data (2023)

Table 9, the first hypothesis revealed that there is no significance effect of beneficiaries' engagement in planning on the performance of socio-economic development empowerment project in Optima organization, the second hypothesis relates that there is no significance effect of involvement of beneficiaries in implementation on the performance of socio-economic development empowerment project in Optima organization and third hypothesis indicates that monitoring and evaluation have not significance effect on beneficiaries' engagement in monitoring on the performance of socio-economic development empowerment project in Optima organization. All hypothesizes are rejected because p-value were less than 0.005 which means that all variables have significantly on the performance of Socio-Economic Development Empowerment project. The findings showed that beneficiaries' participation has big contribution on the performance of project in consideration of beneficiary's engagement in planning, implementation and monitoring.

5.0 Conclusions

The study concluded beneficiaries participated in planning phases through various practices such as identification of work requirements, setting objectives, identification of resources, determining work breakdown as well as estimation of costs. Beneficiaries' engagement in planning contributes highly to the performance of project which improve chance of project to meet targeted objectives.

The study also concluded that involvement of beneficiaries in implementation plays great role to the performance of socio-economic development empowerment project in Optima organization. The beneficiaries perform different practices during project implementation which very important to optimize the success of project. Project performance is required effective collaboration between all parties included end users to ensure the outcomes of project will meet as planned during project initiation.

The study confirmed that beneficiary's engagement in monitoring influence performance of Socio-economic Development Empowerment project where beneficiaries participate how project is performed in relation to the plans, the level of developed project provide economic and social benefits to the beneficiaries depend on how beneficiaries contributes to the project implementation in all phases of project. Beneficiary engagement monitor how resources allocated to the project were used to enhance transparency and accountability among all the stakeholders.

The overall conclusion showed that beneficiaries' participation contributes significantly to the performance of socio-economic development empowerment project in Optima organization. Beneficiaries' engagement in planning, implementation and monitoring plays crucial role to the performance of socio-economic development empowerment project in Optima organization. Furthermore, both results of correlational analysis and regression analysis confirmed that beneficiary's participation contribute to the performance of socio-economic development empowerment project in Optima organization.

6.0 Recommendations

The study has demonstrated that beneficiary's engagement in planning, implementation and monitoring has great influence on the performance of Socio-economic project. However, beneficiary's engagement in planning has low correlation in relation to other sub independent variables. Thus, research recommended policymakers to make policies considering to the involvement of beneficiaries at all levels of projects development. Moreover, the research recommended project managers at national and local levels, to improve the level beneficiaries participate in project planning phase. Lastly, the research urged non-governmental organizations to ensure that beneficiaries participate actively in projects development at all levels. The results showed low percentage about the way community involve in project activities. Hence research suggested project developers to allow extensively the way community participate in project lifecycle as the way of boosting project performance.

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