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Effect of Stakeholders' Participation on Performance of Poverty Alleviation Coalition (PAC) Project in Rwanda; A Case of Caritas Rwanda in Nyabiheke Refugee Camp from Gatsibo District

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Abstract; A common cause of project failure is the inadequate involvement of key stakeholders, leading to poor communication, mistrust, and a lack of support from those most affected by the project. This study examines the impact of stakeholder participation on the performance of the Poverty Alleviation Coalition (PAC) Project implemented by Caritas Rwanda at Nyabiheke Refugee Camp in Gatsibo District, Rwanda. Drawing on several theories, including stakeholder theory, social exchange theory, and communicative action theory, the study employs a survey questionnaire to collect primary data from 245 respondents out of a targeted 247, consisting of staff, project partners, and beneficiaries. The research applies quantitative methods, using descriptive statistics and multiple regression analysis via SPSS to examine the correlation between variables such as stakeholder salience, risk appetite, communication, and consultation with the performance of the PAC project. The findings reveal a strong positive correlation between stakeholder salience, communication, consultation, and project performance. However, no significant effect was found for stakeholder risk appetite. Additionally, issues such as high stakeholder urgency causing delays, lack of communication about project direction and risks, and insufficient consultation with beneficiaries were identified, all contributing to underperformance. The study recommends that Caritas Rwanda and project managers improve stakeholder communication and consultation throughout all project phases to enhance stakeholder engagement and ensure better project outcomes.

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I. INTRODUCTION

Project success is heavily dependent on effective stakeholder participation and communication. Stakeholders, including project beneficiaries, staff, and partners, play a crucial role in the planning, implementation, and overall success of any project. However, many projects fail due to the lack of adequate involvement of these key stakeholders, resulting in miscommunication, mistrust, and a lack of ownership. This is particularly significant in development projects, where the effectiveness of interventions directly impacts the well-being of vulnerable populations, such as refugees.

The Poverty Alleviation Coalition (PAC) project, undertaken by Caritas Rwanda in Nyabiheke Refugee Camp, serves as a case study for examining the relationship between stakeholder participation and project performance. While Caritas Rwanda has made strides in alleviating poverty within refugee camps, issues related to stakeholder involvement have raised concerns about the project's overall effectiveness. Prior research on stakeholder management has emphasized the importance of stakeholder salience, communication, consultation, and risk management in ensuring project success. Yet, few studies have focused on the direct correlation between these factors and project outcomes in a refugee context.

This study seeks to investigate how stakeholders' participation influences the performance of the PAC project. By analyzing various dimensions of stakeholder involvement—including salience, communication, risk appetite, and consultation—this research aims to understand the key drivers behind the project's success or failure. Through a quantitative approach, involving a survey of stakeholders at various levels of the project, this study will assess the effectiveness of current practices and identify potential areas for improvement.

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Ultimately, the goal of this research is to offer practical recommendations for Caritas Rwanda and other development organizations, emphasizing the need for enhanced stakeholder participation in future projects to ensure better outcomes and sustainable development in refugee settings.

- *Statement of the Problem*

According Isimbi (2023) from RDB, the low success rate of numerous initiatives in Rwanda has a substantial impact on the advancement and development of the nation(Isimbi, 2023). The Annual Auditor General's report (2023) revealed that twenty-eight (28) public projects were delayed and some of them have either stalled or failed due to lack of communication between project stakeholders or a limited number of people involved in the project (OAG, 2022). Enock, Iravo & Wanjala (2020) revealed that the participation of homogeneous stakeholders in implementation of a complex project can cause a project failure as they possess the same understanding, Therefore, it is crucial to comprehend the impact of many stakeholders to guarantee project accomplishment and goal attainment.

According to Gai et al. (2018), the social community livelihood projects are mostly implemented by the NGOs who don't involve all the stakeholders needed in the project. Failing to involve the key stakeholders including both primary and secondary stakeholders enhance the project failure too (Gai et al., 2018).

Caritas Rwanda through the UN HCR report (2023) demonstrated that implementation of PAC project has faced multiple challenges including the withdraw of the key stakeholders from the project, the delays in completion of planned project tasks, cost overruns and poor understanding of community with multiple needs and expectations of direct interests. In addition, previous studies conducted left a gap related to no one who has conducted a study on PAC project focusing on the participation of stakeholders in the project.

This study aimed to specifically assess the effect of project Stakeholders Salience, Stakeholders risk appetite, Stakeholder Communication and Stakeholder Consultation on performance of Poverty Alleviation Coalition (PAC) project undertaken by Caritas in Nyabiheke Refugee camp from Gatsibo district of Rwanda.

II. LITERATURE REVIEW

The literature on stakeholder engagement reveals that involving relevant parties in project planning, implementation, and evaluation is critical for success, particularly in complex initiatives like the Poverty Alleviation Coalition (PAC) project in refugee settings. This review examines conceptual foundations, theoretical perspectives, and empirical findings regarding four key constructs: stakeholder salience, risk appetite, communication, and consultation. These variables are explored in relation to their influence on project performance.

- *Conceptual Overview*

Stakeholders are individuals or groups who are either affected by or can influence a project. Their involvement ranges from simply being informed to having a direct role in decision-making. Engaging stakeholders enhances transparency, reduces conflicts, and fosters shared ownership, which in turn contributes to better project outcomes.

Stakeholder salience refers to how much attention stakeholders receive, based on their power, legitimacy, and urgency. Those with all three attributes are considered highly salient and require close management. The salience model helps project teams allocate resources efficiently, address concerns proactively, and build stronger relationships.

Risk appetite describes the level of uncertainty a stakeholder is willing to tolerate in pursuit of benefits. It is shaped by multiple factors, including industry standards, prior experiences, and institutional roles. Understanding and aligning with stakeholder risk preferences can enhance strategic coherence and minimize friction during project execution.

Communication is a two-way process that ensures stakeholders are adequately informed and feel heard. Effective communication is timely, clear, transparent, and adapted to stakeholder needs. It fosters trust and accountability, both of which are essential for sustaining engagement throughout a project's lifecycle.

Consultation involves directly engaging stakeholders in decision-making. Effective consultation processes are inclusive, transparent, and responsive. By soliciting feedback and incorporating stakeholder views, organizations can improve project design and implementation while also strengthening community buy-in.

- *Theoretical Perspectives*

The review draws on several theories to explain stakeholder behavior and its implications for project performance. Shareholder theory emphasizes profit maximization for investors, often to the exclusion of other groups. In contrast, stakeholder theory argues that all parties affected by organizational decisions deserve consideration, particularly in non-profit or public sector contexts.

Social Exchange Theory posits that people participate in relationships based on a balance of rewards and costs. Applied to stakeholder engagement, it suggests that consultation will be more effective if stakeholders perceive tangible benefits from their involvement.

Habermas's Theory of Communicative Action emphasizes open dialogue and mutual understanding as foundations for collective decision-making. This theory supports the idea that effective communication can align diverse stakeholder interests and enhance collaborative outcomes.

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➢ *Empirical Insights*

Several studies affirm the importance of stakeholder characteristics in project success. While stakeholder salience doesn't always directly predict project outcomes, as noted by Castro et al. (2024), it shapes governance practices and the prioritization of stakeholder needs. Abigail (2021) highlighted that in environments with weak institutions, like parts of Sub-Saharan Africa, power dynamics often overshadow legitimacy, leaving local communities marginalized despite their relevance.

Other studies from Kenya and Rwanda reinforce the influence of stakeholder involvement in rural development and innovation. Planning, leadership, and early engagement were repeatedly cited as key factors in project success (Enock et al., 2020; Yongabo & Devrim, 2021).

Regarding risk appetite, researchers found that it plays a strategic role in shaping project decisions. Ahmed & ElGohary (2020) identified stakeholder alignment as a critical factor in successful public-private partnerships. Makarchuk et al. (2023) stressed the need for organizations to define and manage risk appetite systematically to ensure projects remain within scope and budget.

Communication has consistently been linked to performance. Studies in South Africa, Ethiopia, and Kenya have shown that ineffective communication leads to misunderstandings, delays, and reduced sustainability. In contrast, well-structured communication fosters alignment and accountability (Nyanga, 2021; Tebebu, 2019; Luhombo et al., 2019).

Consultation has similarly shown to be a strong predictor of project acceptance and legitimacy. Studies from the EU, Belgium, and Rwanda illustrate how open consultation processes increase stakeholder diversity and improve decision-making credibility (Beyers & Arras, 2021; Fraussen et al., 2020; Ishimwe, 2019). However, without genuine inclusion, especially at the community level, projects risk alienating those most affected by their outcomes.

III. CONCEPTUAL FRAMEWORK

The conceptual framework is presented below as a diagrammatic design showing relationship between the independent variables of interest and dependent variables of interest in the study.

The variables of interest were shown with a breakdown of their respective indicators selected based on the direct causal and influence in the variables to exist and to make a dependent variable to be achieved.

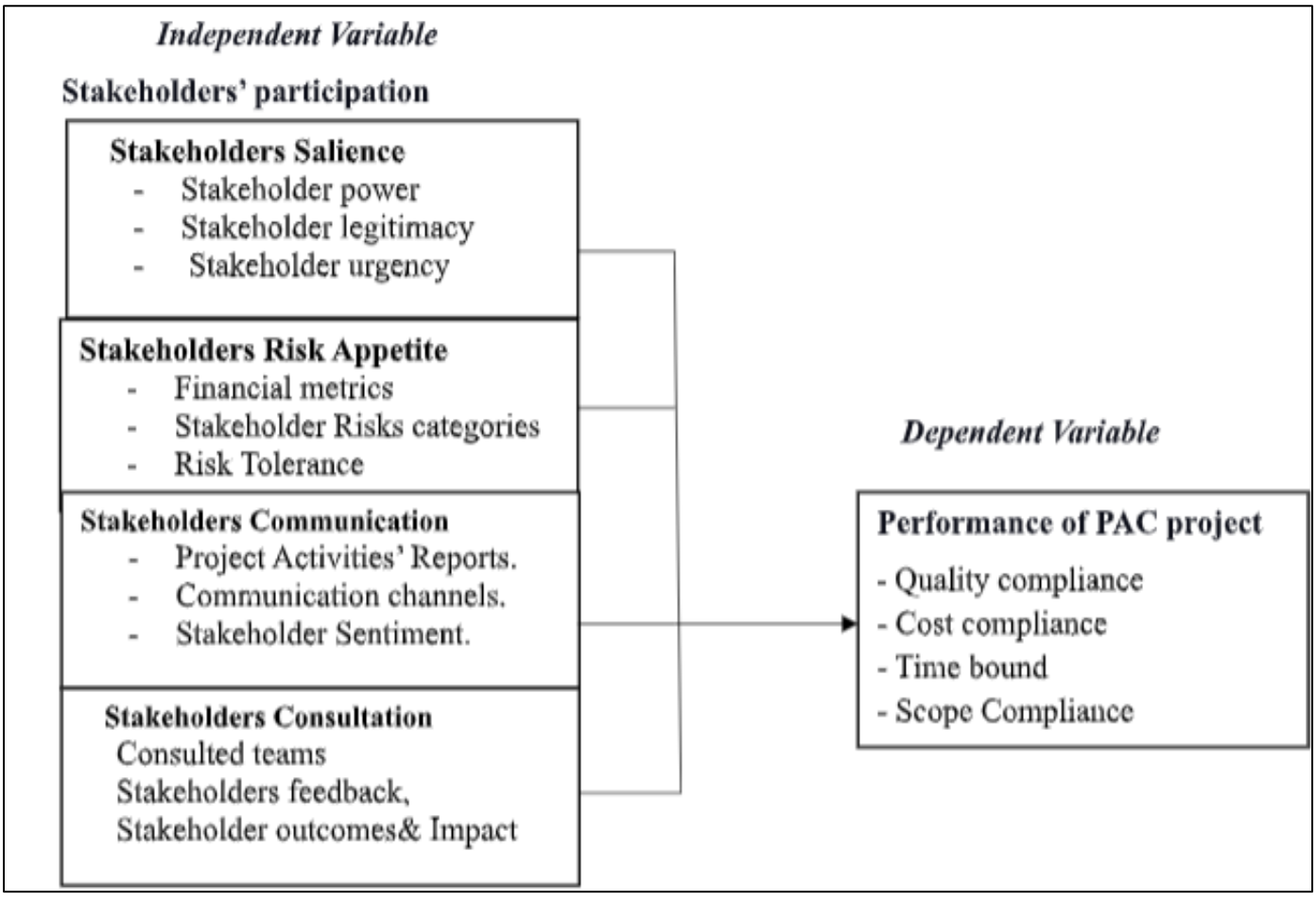

Fig 1 Conceptual Framework
Source; Researcher, 2025

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IV. RESEARCH METHODOLOGY

The research methodology outlines the systematic approach employed in the study to ensure accurate and reliable results. According to Derek & Kerryn (2023), research methodology refers to the methods and techniques used to collect, analyze, and interpret data to meet the objectives of the study. This chapter presents the research design, sampling techniques, data collection tools, ethical considerations, and data processing and analysis methods used in this study to evaluate stakeholder participation in the PAC project.

➢ *Research Design*

Research design is a blueprint for gathering, measuring, and analyzing data, aimed at answering the research questions. Malla (2022) defines research design as a comprehensive strategy for investigating hypotheses and analyzing data. In this study, a **quantitative approach** was used, particularly **descriptive and correlational research designs**. These methods were employed to assess the current state of stakeholder participation in the PAC project and examine the relationships between the study's independent and dependent variables.

Descriptive analysis was used to summarize statistical data, providing an overview of stakeholders' participation, while **inferential statistical analysis** helped test hypotheses and examine correlations between the variables, including stakeholder salience, risk appetite, communication, consultation, and the performance of the PAC project. A **survey questionnaire** was used as the primary tool for data collection.

SPSS Version 25.0 was applied for data analysis, ensuring reliable statistical processing.

➢ *Quantitative Research Method*

Quantitative research is suited for identifying patterns, averages, and causal relationships, allowing for the projection of results to larger populations (Bhandari, 2020). This approach was chosen as it enables structured data collection and statistical analysis through standardized surveys. The use of a **quantitative method** facilitated the collection of measurable and analyzable data, making it ideal for understanding the factors influencing PAC project performance.

➢ *Population of Study*

The population refers to the entire group under investigation, encompassing all individuals who share characteristics relevant to the research questions. For this study, the target population consisted of 644 individuals from the PAC project, including employees, staff, partners, and beneficiaries. This population was categorized as follows

Table 1 Source: Researcher, 2025

Category	Targeted Population
Top Managers	25
Middle Managers	45
Low-Level Staff	80
Partners/Stakeholders	20
Beneficiaries	474
Total	**644**

➢ *Sample Size and Sampling Techniques*

- *Sample Size*

The sample size refers to the subset of the population selected for the study. Using **Slovin's formula**, the sample size was calculated, based on a population of 644 and a margin of error of 5%. With a 95% confidence level, the sample size was calculated as approximately 247 participants.

- *Sample size calculation using Slovin's formula:*

n=N1+N(e2)n = \frac{N}{1 + N(e^2)}n=1+N(e2)N

Where:

✓ N=644N = 644N=644 (Population size)
✓ e=0.05e = 0.05e=0.05 (Margin of error)

n=6441+644(0.05)2≈247n = \frac{644}{1 + 644(0.05)^2} \approx 247n=1+644(0.05)2644≈247

- *Sampling Techniques*

This study employed **probability sampling**, specifically **stratified sampling**. This method ensures that the sample accurately reflects the population's various subgroups, improving the precision of the findings and reducing sampling bias.

- *Stratified Sampling:*

The population was divided into strata based on shared characteristics, such as internal project team members, external project partners, and beneficiaries. This technique allowed for proportional representation from each subgroup and ensured a diverse and balanced sample.

➢ *Data Collection Methods and Instruments*

- *Data Collection Methods*

The primary method for data collection was **surveying**. Surveys are effective for gathering data from a large number of respondents, and in this case, both **face-to-face** and **online**

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surveys were used. This combination provided flexibility and ensured that responses were gathered efficiently from a geographically diverse group of participants.

In addition to surveys, a **desk review** was conducted to complement primary data with insights from existing literature on stakeholder participation and project performance.

- *Data Collection Instruments*

The data was collected using **questionnaires**, which included both **demographic questions** (Section 1) and **Likert-scale statements** (Section 2) regarding the study variables. The demographic section gathered information on participants' gender, age, education, and work experience. The second section used **Likert scales** to measure participants' levels of agreement with statements about stakeholder salience, risk appetite, communication, and consultation.

- *Data Processing*

Data processing involved editing, coding, and tabulating the responses. Editing ensured that all collected data was accurate and complete. Coding was done to categorize responses, facilitating easier data entry. Tabulation was used to summarize the data and allow for further statistical analysis.

➢ *Data Analysis*

- *Descriptive Analysis*

Descriptive statistics were used to provide a clear overview of the data, calculating measures such as mean, standard deviation, and percentage. The standard deviation was used to assess the variability in responses, and the following guidelines were applied to interpret the data:

- ✓ 1.0≤μ≤1.81.0 \leq \mu \leq 1.81.0≤μ≤1.8: Very low agreement
- ✓ 1.9≤μ≤2.61.9 \leq \mu \leq 2.61.9≤μ≤2.6: Low agreement
- ✓ 2.7≤μ≤3.42.7 \leq \mu \leq 3.42.7≤μ≤3.4: Neutral
- ✓ 3.5≤μ≤4.23.5 \leq \mu \leq 4.23.5≤μ≤4.2: High agreement
- ✓ 4.3≤μ≤5.04.3 \leq \mu \leq 5.04.3≤μ≤5.0: Very high agreement

- *Inferential Analysis*

Inferential statistics were used to test hypotheses and examine the relationships between variables. **ANOVA** and **Pearson's correlation coefficients** were applied to determine how variables such as stakeholder salience, risk appetite, communication, and consultation correlate with PAC project performance. The following regression model was used:

Y=α+β1X1+β2X2+β3X3+β4X4+ϵY = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilonY=α+β1X1+β2X2+β3X3+β4X4+ϵ
Where:

- ✓ YYY = Performance of PAC project
- ✓ X1X_1X1 = Stakeholder Salience
- ✓ X2X_2X2 = Stakeholder Risk Appetite
- ✓ X3X_3X3 = Stakeholder Communication
- ✓ X4X_4X4 = Stakeholder Consultation
- ✓ ϵ\epsilonϵ = Error term

- *Pilot Study*

Before full data collection, a pilot study was conducted with 5 staff members from Caritas Rwanda. This pre-test allowed for the identification of issues with the questionnaire and provided insights into its validity and reliability.

- *Validity Testing*

Content Validity was assessed using the **Content Validity Index (CVI)**. The CVI measures how well the questionnaire covers the relevant aspects of the study constructs. A CVI score above 0.8 indicates good content validity.

- *Reliability Testing*

The reliability of the questionnaire was tested using **Cronbach's Alpha**, which measures the internal consistency of the instrument. A score above 0.7 indicates acceptable reliability.

- *Limitations*

The study faced several limitations, including limited access to top managers and the time constraints for meeting respondents. These factors could have impacted the comprehensiveness of the data collection process.

- *Ethical Considerations*

Ethical considerations were paramount throughout the research process. The researcher ensured the confidentiality of participants' data, obtained informed consent, and avoided plagiarism by properly citing sources. Participants were given the freedom to withdraw at any time without penalty, and all ethical protocols were followed in the data collection and analysis phases.

V. FINDINGS AND DISCUSSION

This section presents the study's findings, including statistical analyses using SPSS, and interpretations of respondents' demographic profiles and their views on stakeholder participation's impact on the PAC project's performance. The pilot test results show strong validity (CVI = 0.95) and high reliability (Cronbach's Alpha = 0.934), confirming the questionnaire's accuracy and consistency.

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➢ *Response Rate*

Table 2 Response Rate

Respondents 'Category	Targeted Sample	Respondents Rate	Participation Rate (%)
Top-level staff (Managers)	10	9	90.0
Middle-level Staff (Directors)	17	17	100.0
Low level staff(workers)	31	31	100.0
Partner/Stakeholders	8	7	87.5
Beneficiaries	181	181	100.0
Total	**247**	**245**	**99.2**

Source: *Field Data,2025.*

Table 2 shows that 245 out of the targeted 247 staff participated in the study, resulting in a 99.2% response rate. The highest participation rates were from project beneficiaries (100%), followed by lower-level staff (100%), middle-level staff (100%), top managers (90%), and partners/stakeholders (87.5%). The 0.8% difference is minimal and unlikely to affect the study's validity or conclusions, indicating strong participant engagement.

➢ *Demographic Profile of the Respondents*

The researcher has identified the respondents' profile in the study which were characterized by gender, Age, Education level, Job position and Work experience in PAC project undertaken by Caritas Rwanda.

- *Distribution of Respondents by Gender*

The rate of participation of the respondents by gender in the study was shown in the table 3 below.

Table 3 Distribution of Participants by gender

Respondents 'Gender	Frequency	Valid Percent (%)
Male	130	53.1
Female	115	46.9
Total	**245**	**100.0**

Source: *Field Data,2025.*

Table 3 shows that 53.1% of the study participants were male, while 46.9% were female. This indicates a relatively low number of female participants, both among workers and beneficiaries in the PAC project under Caritas Rwanda. However, this gender distribution is unlikely to significantly affect the project's performance or the study's conclusions.

- *Distribution of Respondents by Age*

The rate of participation of the respondents by Age in the study was shown in the table 4 below.

Table 4 Distribution of Respondents by Age.

Age category	Frequency	Valid Percent (%)
18-30	37	15.1
31-40	42	17.1
41-50	149	60.8
Above 50	17	6.9
Total	**245**	**100.0**

Source: Field data,2025.

Table 4 reveals that the majority of participants (60.8%) were aged between 41 and 50 years, followed by those aged 31 to 40 years (17.1%), 18 to 30 years (15.1%), and those above 50 years (6.9%). This age distribution suggests that most respondents were mature individuals, providing reliable and accurate data for the study.

- *Participants 'Distribution by Level of Education*

The rate of participation of the respondents by Level of educational in the study was shown in the table 5 below.

Table 5 Distribution of Participants by Level of education

Edu levels	Frequency	Valid Percent (%)
PhD holders	0.0	0.0
Master's holders	39	15.9
Bachelors 'holders	69	28.2
Adv. Diploma holders	3	1.2
Secondary level	65	26.5

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Primary level	69	28.2
Total	**245**	**100.0**

Source: Field Data, 2025.

Table 5 shows that respondents had varied education levels, with the highest proportions holding bachelor's degrees and primary education (each 28.2%), followed by secondary education (26.5%), master's degrees (15.9%), and advanced diplomas (1.2%). This diversity in educational background contributed to balanced, credible, and cost-effective data collection.

- *Participants' Distribution by Job Position*

The rate of participation by job position in the study was shown in table 6 below.

Table 6 Distribution of Participants by Job position

Respondents 'Category	Frequency	Valid Percentage (%)
Top level Managers	9	3.7
Middle level Staff (Head of units)	17	6.9
Low level staff (Workers)	31	12.7
Beneficiary	181	73.9
Partner/stakeholder	7	2.9
Total	**245**	**100.0**

Source: Field data,2025.

Table 6 reveals that most respondents were project beneficiaries (73.9%), followed by low-level staff (12.7%), middle-level staff (6.9%), top managers (3.7%), and external stakeholders (2.9%). This distribution highlights the vital role of beneficiaries and partners in shaping the study's findings on stakeholder participation and project performance.

- *Participants' Distribution by Working experience*

The rate of participation of respondents by work experience was shown in table 7 below.

Table 7 Distribution of Participants by Work Experience

Respondents work duration	Frequency	Valid Percentage (%)
0-1 yrs	37	15.1
1-3yrs	31	12.7
Above 3yrs	177	72.2
Total	**245**	**100.0**

Source**:** Field Data,2025.

Table 7 shows that 72.2% of respondents had over three years of experience with the PAC project, indicating that most data were gathered from well-informed and experienced participants—enhancing the credibility and reliability of the study findings.

➢ *Descriptive Analysis*

To descriptively analyze the data, the researcher has applied descriptive statistical analysis to understand, summarize, visualize, analyze, and interpret data to identify patterns, trends, and relationships within the dataset. To answer questions of the survey questionnaire on each objective of the study, the respondents were asked to rate the extent to which they agreed or disagreed with a categorical statement set in line with the PAC project and study objectives using Likert scale ranging from 1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral(N), 4=Agree(A) and 5=Strongly Agree (SA). The mean(average) to measure central tendency and Standard deviation to measure dispersion and response %, were computed and interpreted in line with ranges in section 3.7.1 from respondents' views about each study objective.

➢ *Descriptive analysis on project Stakeholder Salience in PAC Project.*

Table 8 shows the respondent's views on how project Stakeholder Salience was considered and applied to influence Stakeholder participation and further affect the performance of the PAC project.

Table 8 Descriptive Analysis of Stakeholder Salience in PAC Project.

Stakeholder Salience	N	Mean	Std
-Stakeholder Salience was considered in PAC Project	245	4.10	1.32
-Stakeholder high urgency causes delay.	245	4.08	1.32
-Stakeholders were selected based on their power & legitimacy.	245	4.10	1.32
-Stakeholders were selected based on their Urgency & dominance.	245	4.13	1.27
-PAC project Stakeholders are expectant & dependent.	245	4.10	1.30
-PAC project's Stakeholders were informed on PAC direction.	245	2.21	1.11

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-Stakeholders' needs, expectations & priorities are identified.	245	2.47	1.56
Overall Statistics	**245**	**3.60**	**1.31**

Source: Field data, 2025.

The results in Table 8 indicate that stakeholder salience was generally well considered in the PAC project, with high mean scores (4.08–4.13) reflecting strong agreement on urgency, power, legitimacy, and dominance factors, despite varied opinions (Std > 0.5). However, low mean scores (2.21–2.47) on communication and identifying stakeholder needs highlight areas needing improvement. Overall, the aggregate mean of 3.60 confirms positive but mixed views on stakeholder salience in the project.
of their responses are shown in details of the table 9 below.

Table 9 Descriptive Analysis of Stakeholder Risk Appetite in PAC Project.

Stakeholder Risk Appetite	N	Mean	Std
-Stakeholders are informed of probable risks categories	245	2.22	1.30
-Stakeholders refuse to partner in PAC project due to probable risks categories.	245	4.06	1.34
-Financial metrics are the basis to select Stakeholders of PAC project.	245	4.05	1.30
-Risk appetite influences level of risk acceptance& Stakeholders 'decisions making.	245	3.76	1.44
-Trust& transparency are built between PAC project managers &Stakeholders to decide risk appetite.	245	4.13	1.17
-PAC project stakeholders tolerate a scope creep, delays and budget overruns during project course.	245	2.46	1.37
-Unexpected risks categories cause Stakeholders 'withdraw from PAC project.	245	3.69	1.46
Valid N and Statistics	**245**	**3.48**	**1.34**

Source: Field data, 2025.

Table 9 results reveal that stakeholder risk appetite significantly influenced participation in the PAC project, with high mean scores (3.69–4.13) indicating agreement on financial metrics, decision-making, and trust. However, low scores (2.22–2.46) show gaps in risk communication and stakeholder tolerance to project issues. The overall mean of 3.48 suggests generally positive perceptions, though improvement is needed in informing stakeholders about risks to enhance engagement and project efficiency.

Table 10 Descriptive Analysis of Communication in PAC Project.

Predicted Statement	N	Mean	Std
All activities under PAC project are reported to all stakeholders.	245	2.62	1.54
PAC project updates are shared with all stakeholders on time.	245	2.40	1.49
Communication channels were availed in PAC project.	245	4.11	1.26
It is not all stakeholders of PAC project, who are communicated the project progress.	245	4.38	1.07
There is a budget planned for PAC project communication.	245	3.96	1.30
Stakeholders give feedback to PAC project team on time.	245	2.46	1.59
Caritas Rwanda Prioritizes communication as tool to motivate its stakeholders.	245	4.31	1.17
Overall statistics	**245**	**3.46**	**1.34**

Source: Field data,2025.

Table 10 highlights that while communication in the PAC project was generally prioritized—with high scores indicating strong use of channels and motivation efforts—there were notable gaps in timely updates and feedback sharing. Despite an overall positive mean of 3.46, inconsistent communication practices and delays hindered stakeholder alignment and potentially affected project performance.

➢ *Descriptive Analysis of project Stakeholder Consultation*

The respondent's views on study objective four (4) related to the effect of project consultation on the performance of the PAC project undertaken by Caritas Rwanda. The respondents were asked to rate whether they agreed or disagreed with the statements related to the extent to which the consultation was applied and prioritized in the PAC project under Caritas Rwanda. The mean and standard deviations and percentage rate of their responses are shown in detail in Table 11 below.

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Table 11 Descriptive Analysis of Project Consultation in PAC Project.

Stakeholder Consultation	N	Mean	Std
-Caritas Rwanda consulted project beneficiaries to get their needs & expectations.	245	2.53	1.39
-Stakeholders' voices are heard & valued through consultation in PAC project	245	4.76	.68
-Problems and solutions of potential issues are identified through consultation.	245	4.68	.79
-Project experts are consulted for planning PAC project.	245	4.69	.79
-Project experts are mostly consulted in executing PAC project	245	4.65	.80
-All stakeholders' inputs & feedback are valued	245	2.46	1.47
-Overall project consultation was effectively & timely conducted.	245	2.20	1.25
	2.45	**3.71**	**1.02**
Overall statistics			

Source: Field data, 2025.

Table 11 reveals that while stakeholder consultation in the PAC project was generally strong—especially in involving experts and addressing issues—there were gaps in engaging beneficiaries and valuing all feedback. With an overall high mean of 3.71, the data suggests that effective consultation contributed to project performance, but inconsistent stakeholder engagement risked undermining inclusivity and ownership.

➢ *Inferential Analysis*

The inferential analysis was performed to study the correlation between study variables, significance of the independent variables to dependent variables through the developed model and to test the hypotheses of the study. The test of normality was conducted through Kolmogorov-Smirnov(K-S) for study with sample size greater than 50 and more than three variables, to verify if the data are normally distributed for selecting the suitable test for inferential analysis, the results of the test were presented in table 12

Table 12 Tests of Normality

	Kolmogorov-Smirnov[a]		
	Statistic	df	p-value
Performance of PAC project	.472	245	.061
a. Lilliefors Significance Correction			

Source: Field *Data, 2025*

Table 12 shows the K-S p-value of 0.061 which is greater than 0.05, hence the data set was normally distributed, since K-S P-value is greater than 0.05 and the ANOVA test can be used for inferential analysis of the model.

➢ *Correlation Analysis*

The predictors in this research were project stakeholder salience, stakeholder risk appetite, stakeholder communication, and stakeholder consultation.

The researcher was interested in analyzing the correlation between independent (X_1=Stakeholder salience, X_2=stakeholder Risk Appetite, X_3=stakeholder communication, and X_4=stakeholder consultation) and dependent (Y=project performance) variables of the study, and the results were presented in table 13 below.

Table 13 Correlation Analysis

Correlations						
		X_1	X_2	X_3	X_4	Y
Stakeholder Salience(X1)	Pearson Correlation	1	.711**	.817**	.724**	.752**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	245	245	245	245	245
Stakeholder Risk Appetite(X2)	Pearson Correlation	.711**	1	.711**	.748**	.691**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	245	245	245	245	245
Stakeholder Communication (X3)	Pearson Correlation	.817**	.711**	1	.746**	.774**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	245	245	245	245	245
Stakeholder Consultation(X4)	Pearson Correlation	.724**	.748**	.746**	1	.747**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	245	245	245	245	245
PAC Project Performance(Y)	Pearson Correlation	.752**	.691**	.774**	.747**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	245	245	245	245	245

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The Pearson correlation results in Table 13 indicate a strong positive relationship between stakeholder salience, communication, consultation, and PAC project performance, and a moderate positive relationship with stakeholder risk appetite. All variables are significantly correlated ($p < 0.01$), suggesting that greater stakeholder involvement is strongly linked to improved project outcomes.

The researcher has performed regression analysis to analyze the influence of independent variables on dependent variables by testing the four hypotheses detailed in section 1.4. of chapter one. The results from Multiple regression analysis were detailed in the next tables

Table 14 Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.829[a]	.687	.682	.242	.687	132.637	4	240	.000
a. Predictors: (Constant), Project Stakeholder Salience, Stakeholder Risk Appetite, Stakeholder Communication, Stakeholder Consultation.									

Table 14 shows that the regression model has a strong fit, with R = 0.829 indicating a strong positive correlation, and R^2 = 0.687 suggesting that 68.7% of the variation in PAC project performance is explained by stakeholder salience, risk appetite, communication, and consultation, while 31.3% is due to other unexamined factors.

Table 15 Analysis of Variance (ANOVA)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.774	4	7.693	132.637	.000[b]
	Residual	14.018	240	.058		
	Total	44.792	244			
a. Dependent Variable: PAC Project performance						
a. Predictors: (Constant), Stakeholder Salience, Stakeholder Risk Appetite, Stakeholder communication, Stakeholder Consultation.						

The results of the study from Table 15 indicated that the p-value is 0.000[b] and is less than 0.05, thus the model is statically significant in predicting that all predictors influence the PAC project performance. The F-calculated at 5% level of significance is 132.637, since F-statistic ≥ F-critical (value=7.693), hence the confirmation that the overall model was significant.

Table 16 Regression Coefficients and Significance of the Independent Variables

Coefficents[a]						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	p-value
1	(Constant)	.108	.052		2.076	.040
	Stakeholder salience	.225	.068	.223	3.309	.001
	Stakeholder Risk Appetite	.106	.059	.107	1.797	.073
	Stakeholder communication	.318	.070	.314	4.543	.000
	Stakeholder Consultation	.260	.060	.271	4.333	.000
a. Dependent Variable: PAC Project Performance.						

The regression model shows a positive relationship between stakeholder factors and PAC project performance. A unit increase in stakeholder communication leads to the highest performance gain (B=0.318), followed by consultation (B=0.260), salience (B=0.225), and risk appetite (B=0.106). The model equation is $Y = 0.108 + 0.225X_1 + 0.106X_2 + 0.318X_3 + 0.260X_4$. This suggests all four variables positively influence project performance.

- *Hypotheses Results*

Table 17 indicated the results of the p-value from which the hypotheses were decided on either rejection or acceptanc

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Table 17 Research Hypotheses Testing Results

Research Hypotheses	Beta	t	p-value	Decision
H_{o1}: There is no significant effect of Stakeholder Salience on performance of PAC project.	.223	3.309	.001	H_{o1}, rejected since p-value≤0.05
H_{o2}: There is no significant effect of stakeholder Risk Appetite on performance of the PAC project.	.107	1.797	.073	H_{o2}, accepted since p-value≥0.05
H_{o3}: There is no significant effect of stakeholder communication on the performance of the PAC project.	.314	4.543	.000	H_{o3}, rejected since p-value≤0.05
H_{o4}: There is no significant effect of stakeholder consultation on performance of PAC project. performance	.271	4.333	.000	H_{o4}, rejected since p-value≤0.05

The study tested four null hypotheses regarding the impact of stakeholder factors on the performance of the PAC project. The first null hypothesis (Ho1) related to stakeholder salience was rejected, as it had a significant effect on project performance (β1=0.223, t=3.309, p=0.001), contrary to Castro, Paula & Baptista (2024). The second null hypothesis (Ho2) regarding stakeholder risk appetite was accepted, as it showed no significant effect (β2=0.107, t=1.797, p=0.073), which disagreed with Makarchuk et al. (2023). The third null hypothesis (Ho3) on stakeholder communication was rejected due to its significant effect (β3=0.314, t=4.543, p=0.000), supporting findings by Luhombo, Mukanzi & Anyanje (2019). Lastly, the fourth null hypothesis (Ho4) concerning stakeholder consultation was also rejected, as it had a significant effect (β4=0.271, t=4.333, p=0.000), aligning with the study by Beyers & Arras (2021).

VI. CONCLUSION

In conclusion, the study highlights the critical importance of effective stakeholder participation in enhancing the performance of the PAC project undertaken by Caritas Rwanda. The research confirmed a statistically significant effect of stakeholder salience on project performance, particularly in terms of power, urgency, and legitimacy, though some participants disagreed on issues like information sharing and identifying stakeholders' needs. Regarding stakeholder risk appetite, the study found it to be an important factor in defining stakeholder participation, but it did not have a significant impact on project performance. For stakeholder communication, the study showed that while communication had a significant effect on performance, issues like delayed updates and lack of timely feedback need to be addressed. Finally, stakeholder consultation was found to significantly influence project performance, despite challenges like inadequate consultation with beneficiaries and poor feedback handling, pointing to areas for improvement in the consultation process.

RECOMMENDATION

Based on the findings of this study, the researcher has recommended that:

Caritas Rwanda and the project team as well as project managers, to routinely share and updates their project stakeholders on the project direction and identify their needs, expectations & priorities against the projects.

Caritas Rwanda and other NGOs and companies implementing various projects, to identify and inform their stakeholders on probable risks categories in project and apply zero tolerance on project delays and budget overruns to enhance smooth run towards the project performance

Caritas Rwanda and the public in field of project management, to properly and effectively communicate their project stakeholders through reporting, at each phase of the project to enhance the project understanding by all stakeholders and foster their participation for further project outperformance.

Caritas Rwanda and all project managers, to consult stakeholders, beneficiaries and experts in all project phases to avoid any risk occurrence and barriers to the outperformance of their projects.

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