

STAKEHOLDER MANAGEMENT AND LOAN CAPITAL PROJECT PERFORMANCE BY EDIFY RWANDA

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Abstract

The purpose of this project is to assess the influence of stakeholders' management on loan capital project performance by Edify Rwanda. The research was grounded in systems theory, performance theory, and expectancy theory. A descriptive and correlational research design was employed for data collection. The sample included 201 participants: 60 head teachers, 60 school owners, 11 bank managers, and 70 Edify Rwanda staff. The sample size of 133 respondents, consisting of 126 for quantitative data and 7 for qualitative data, was determined using the Slovin formula. A key finding is that stakeholder involvement significantly enhances the relevance and appropriateness of project objectives, achieving a mean score of 4.23. An overwhelming 87.3% of respondents agreed that stakeholder participation is vital for aligning project goals with community needs. Additionally, stakeholder involvement fosters a sense of ownership and commitment, with 80.1% of participants agreeing that engaged stakeholders are more invested in project success (mean score of 3.92). However, challenges were identified regarding community involvement in project selection, with a mean score of only 2.26, indicating that 73.8% of respondents felt that community input was limited. Similarly, the community's role in providing labor for project implementation received a low mean score of 2.39, suggesting minimal participation in this aspect. While a moderate level of agreement was noted regarding community involvement in maintenance (mean score of 3.22), perceptions of equitable benefit distribution were mixed, with a mean score of 3.25 indicating that nearly half of the respondents felt benefits were not enjoyed by all residents. The study also highlighted the importance of effective communication (mean score of 4.21) for open communication channels. However, the adequacy of updates regarding project milestones was rated lower (mean score of 3.71), indicating room for improvement. Overall, the findings suggest that while Edify Rwanda demonstrates a commitment to stakeholder engagement, there is a need for enhanced strategies to ensure meaningful community involvement and equitable benefit distribution. In conclusion, while the organization shows a strong commitment to involving stakeholders and maintaining transparent communication, challenges remain in ensuring that community input is adequately integrated into project selection and implementation processes. Addressing these challenges is essential for optimizing project outcomes and fostering sustainable development. As recommendations, Edify Rwanda should enhance community involvement in project selection, strengthen feedback mechanisms, increase transparency in communication, promote equitable benefit distribution.

Key words: Stakeholder Management, Loan Capital Project, Performance, Edify Rwanda

Introduction

Stakeholders' management is a critical aspect of project management that has garnered significant attention globally. Effective stakeholders' management involves identifying all parties with an interest in the project, understanding their expectations, and engaging them throughout the project lifecycle. This practice ensures that stakeholders' needs are met, thereby reducing conflicts and increasing the likelihood of project success (Freeman, 2023). In the global context, stakeholders can range from internal team members and executives to external customers, suppliers, and regulatory bodies, each with varying degrees of influence on the project's outcomes.

The performance of projects is often directly correlated with the effectiveness of stakeholders' management. Projects that proactively manage stakeholders tend to perform better in terms of meeting their objectives, staying within budget, and adhering to timelines. According to a study by the Project Management Institute (Pauna et al., 2023), organizations that excel in stakeholders' management are 40% more likely to deliver successful projects. This correlation underscores the importance of continuous communication, stakeholder engagement, and conflict resolution as key components of successful project management (Lin *et al.*, 2024).

In Africa, stakeholders' management is equally vital for the performance of projects, but it comes with its unique set of challenges and opportunities. The continent's diverse socio-economic and cultural landscape requires tailored approaches to stakeholders' management. Effective engagement of local communities, government bodies, and international donors is crucial for the success of projects, especially those related to infrastructure, healthcare, and education (Njiru & Thoronjo, 2024). These stakeholders often have varying expectations and levels of influence, necessitating inclusive and participatory management practices.

In Rwanda, the success of projects heavily depends on effective stakeholder management. Organizations must engage with stakeholders not as an option but as a necessity, focusing on the optimal timing and methods for involvement. This approach is based on the principle that communities should have opportunities to contribute and participate in decisions that affect them. In the current context, failing to proactively engage stakeholders will result in them seeking information later, underscoring the importance of early and proactive involvement (Nsengiyumva & Ogbe, 2022).

Problem statement

The loan capital projects aim to transform schools into safe and inspiring learning environments by addressing infrastructure gaps, mobilizing financial resources, promoting education access, and fostering sustainable impact. Despite these efforts, projects lacking stakeholder engagement in key decision-making are prone to failure (Nordahl-Pedersen & Heggholmen, 2023). Research underscores the importance of understanding the drivers and influences of various interest groups throughout the project lifecycle, as these factors significantly affect project delivery time, budget, and quality (Gichimu & Mutuku, 2022).

Despite the implementation of loan capital projects, challenges persist in Rwanda's education sector. These include the ongoing lack of basic infrastructure, limited financial resources hindering further investment, and restricted access to quality education, particularly in remote areas. Creating a conducive learning environment is vital for student engagement and academic success. Edify Rwanda addresses these challenges through partnerships with local schools, communities, and government agencies, employing innovative approaches to curriculum development, teacher training, and infrastructure improvement. Emphasizing stakeholder engagement and community involvement is integral to Edify Rwanda's educational interventions (Prebanić & Vukomanović, 2023).

While Edify Rwanda has made significant steps in addressing educational infrastructure challenges, the influence of stakeholders' management on project performance remains an area requiring further investigation. Effective stakeholder management is crucial for the success of development projects, as it ensures that the needs and expectations of all interest groups are met. The challenge lies in understanding the various drivers and influences of different stakeholders throughout the project lifecycle and how these impact project outcomes such as delivery time, budget adherence, and quality of work (Gichimu & Mutuku, 2022). Further research is needed to explore how stakeholder management practices can be optimized to enhance the performance of educational infrastructure projects, ensuring that they are both effective and sustainable in the long term, hence the importance of this study.

Research objectives

General objectives

The main purpose of this research is to assess the influence of stakeholders' management on loan capital project performance by Edify Rwanda.

Specific objectives

- To assess the influence of stakeholder's expectations and needs identification on loan capital project performance by Edify Rwanda
- To assess the effect of stakeholder conflict resolutions on loan capital projects performance by Edify Rwanda
- To analyses the influence of stakeholder communication on loan capital project performance by Edify Rwanda
- To evaluate how stakeholder involvement influence on loan capital project performance by edify Rwanda.

Literature Review

Theoretical Review

Expectancy theory, introduced by Victor H. Vroom in 1964, explains how individuals' beliefs about the relationship between effort, performance, and outcomes influence their motivation. In the context of stakeholder management in loan capital projects, expectancy theory sheds light on how stakeholders' expectations, perceived project feasibility, and anticipated benefits impact their engagement and contributions. Stakeholders are more likely to participate actively when they see a clear link between their efforts and the desired outcomes, such as organizational growth or profitability. Effective communication, clear alignment of expectations, and the recognition of stakeholders' contributions are crucial to fostering commitment and ensuring project success. By applying expectancy theory, project leaders can better understand and motivate stakeholders, enhancing their involvement in loan capital projects.

Performance theory, introduced by Richard Schechner in 1977, explores how individuals and organizations manage their behaviors, appearance, and interactions to shape perceptions in various contexts, including theater and everyday life. When applied to stakeholder management in loan capital projects, performance theory offers insights into how project goals, stakeholder engagement, and feedback influence outcomes. Clear objectives, constructive feedback, and alignment with organizational goals are crucial for guiding activities and improving project performance. The theory also highlights motivation, resource allocation, and the role of leadership in enhancing performance. By integrating performance theory into stakeholder management, project leaders can foster engagement, improve resource use, and create a culture conducive to project success.

Systems theory, initiated by Ludwig von Bertalanffy in the 1940s and further developed by W. Ross Ashby and George Bateson, provides an interdisciplinary framework for understanding complex systems and their interdependent components. It emphasizes the interconnectedness and feedback mechanisms within systems. Applied to stakeholder management in loan capital projects, systems theory helps project leaders view projects as dynamic systems with interconnected elements, where changes in one part affect the whole. By recognizing stakeholder roles, expectations, and external influences, and establishing continuous feedback loops, systems theory fosters adaptability, collaboration, and improved project performance. It also highlights the emergent properties of systems, emphasizing how the collective efforts of stakeholders contribute to project success.

Empirical review

Several studies have delved into this relationship, shedding light on the dynamics between stakeholder engagement and project outcomes. For instance, in a study conducted by Alshaiti (2023), the correlation between stakeholder needs identification and project performance in the context of construction projects. The study used a sample of 215 project managers and stakeholders involved in construction projects across the United States. Through means and correlation coefficients analysis, the researchers found a significant positive correlation between the thorough identification of stakeholder needs and improved project performance (Alshaiti, 2023).

A study by Chen (2021) focused on stakeholder conflict resolution in loan capital projects in the renewable energy sector. They surveyed 300 stakeholders, including energy developers, investors, environmentalists, and local communities. Through network analysis and thematic analysis, they identified stakeholder conflicts related to land use, environmental impact, and economic benefits sharing. The study recommended implementing participatory decision-making processes, stakeholder engagement forums, and conflict mediation mechanisms to foster consensus-building and enhance project performance.

Similarly, a study by Johnson and Brown (2020) examined stakeholder communication in software development projects. Their sample population consisted of 200 software engineers and project managers. Through qualitative analysis and regression modeling, they identified effective communication practices such as regular status meetings, clear documentation of requirements, and active engagement of stakeholders in the development process. The findings highlighted the role of communication in mitigating misunderstandings, managing expectations, and facilitating collaboration among team members and stakeholders.

A study by Zhang (2021) examined stakeholder involvement in renewable energy projects, sampling 300 stakeholders including government officials, investors, and environmental activists. Through regression analysis and surveys, they found that projects with active stakeholder engagement from inception to execution stages demonstrated higher levels of project success, including timely completion, cost-effectiveness, and environmental sustainability. The study emphasized the importance of integrating stakeholder perspectives into project planning, decision-making processes, and risk management strategies.

Methodology

Research design

In this study, the researcher used a descriptive research design and adopted both quantitative and qualitative research approaches. The target of this study was 201 respondents. The participants were 60 headteachers, 60 schools' owners, 11 Bank managers and 70 Edify Rwanda staff. Using the Slovin formula, the sample size for quantitative data is 126 individuals while the sample size for qualitative data is 7 individuals. In this research, data collection instruments included both a

questionnaire and an interview guide. The questionnaire served as the primary tool for gathering data. The questionnaire was designed to headteachers, school owners, edify Rwanda staff and interview guide was designed for bank managers from banks working with edify Rwanda in capital loan projects implementation.

Data was analyzed by SPSS version 21 computer program and summarized using descriptive statistics and presented in tables as frequency distributions. Statistical significance of linked variables were investigated using the cross-tabulation test. All variable which had a significance level of less or equal to 0.05 were taken as significant. The influence of stakeholder’s expectations and needs identification on loan capital project performance by Edify Rwanda, the effect of stakeholder conflict resolutions on loan capital projects performance by Edify Rwanda, the influence of stakeholder communication on loan capital project performance by Edify Rwanda and stakeholder involvement influence on loan capital project performance by edify Rwanda were all measured using Likert scale and its scores were as follows: SA (5), A (4), U(3), D (2) and SD (1). The calculation of the mean cut off is: $(5+4+3+2+1)/5=3$. As a result, individuals possessing more than 3 were deemed to agree with the specific influence of stakeholder management on loan capital project performance by edify Rwanda.

The mean cut off is used when analyzing Likert scale data in this study as a straightforward method to summarize and interpret the central tendency of respondents' attitudes or opinions. Likert scales typically produce ordinal data, but when aggregated across a large sample, the mean can provide a useful estimate of the overall sentiment or agreement level (Ahmed, & Ishtiaq, 2021). The mean cut off helps in categorizing responses into meaningful segments, such as those above or below a certain threshold, facilitating easier comparison and decision-making. This approach highlights significant patterns or differences within the data, aiding in the identification of trends and insights that might inform further analysis, policy decisions, or strategic actions (Ahmed, & Ishtiaq, 2021). In addition, the assessment of the influence of independent variables on dependent variable was explained from the findings of weight mean and relationship was measured by multiple regression coefficient, model summary, ANOVAs and Pearson correlation coefficient.

Data Analysis and Discussions

Table 1. Socio-demographic characteristics of the Respondents, 2024 (n=126)

Variables	Frequency	Percentage
Category of respondents		
Head teachers	40	31.7
Schools’ owners	40	31.7
Edify Rwanda staff	46	36.5
Sex		
Male	60	47.6
Female	66	52.4
Age		
21-26	20	15.9
26-31	33	26.2
32-35	20	15.9
36-40	40	31.7
41 and above	13	10.3
Education		
Secondary	26	20.6
Diploma	19	15.1

Bachelor	39	31.0
Postgraduate	42	33.3

Source: Primary data (2024)

Table 1 presents the socio-demographic characteristics of 126 respondents. In summary, the respondents were predominantly female (52.4%), with the largest age group being 36-40 years (31.7%). The majority of respondents held postgraduate degrees (33.3%), followed by bachelor's degrees (31.0%). The sample was evenly split between head teachers (31.7%), school owners (31.7%), and Edify Rwanda staff (36.5%).

Table 2. Influence of stakeholder's expectations and needs identification on loan capital project performance by Edify Rwanda, 2024 (n=126)

	Strongly disagree n(%)	Disagree n(%)	Uncertain n(%)	Agree n(%)	Strongly agree n(%)	Mean
The project administration has the information on stakeholders in the project.	0(0)	0(0)	6(4.8)	30(23.8)	90(71.4)	4.67
Stakeholder expectations and needs were identified prior to the project's commencement.	8(6.3)	11(8.7)	9(7.1)	63(50.0)	35(27.8)	3.84
Investigation was conducted before project was commissioned.	19(15.1)	36(28.6)	16(12.7)	10(7.9)	45(35.7)	3.21
Needs and expectations of stakeholders are adequately conducted before initiating loan capital projects by Edify Rwanda.	17(13.5)	18(14.3)	18(14.3)	46(36.5)	27(21.4)	3.38
The consideration of stakeholder needs and expectations positively impacts the overall success of loan capital projects undertaken by Edify Rwanda.	10(7.9)	20(15.9)	7(5.6)	44(34.9)	45(35.7)	3.75
Edify Rwanda effectively communicates with stakeholders to understand their needs and expectations regarding loan capital projects.	10(7.9)	7(5.6)	6(4.8)	45(35.7)	58(46.0)	4.06
The alignment of project objectives with stakeholder needs and expectations enhances the efficiency and	0(0)	29(23.0)	6(4.8)	50(39.7)	41(32.5)	3.82

effectiveness of loan capital projects by Edify Rwanda.						
Continuous evaluation and adjustment of stakeholder needs and expectations during project implementation contribute to better project outcomes for Edify Rwanda's loan capital projects.	6(4.8)	12(9.5)	12(9.5)	30(23.8)	66(52.4)	4.10
Edify Rwanda maintains transparent communication channels to facilitate ongoing dialogue with stakeholders regarding project progress and challenges.	4(3.2)	15(11.9)	13(10.3)	42(33.3)	52(41.3)	3.94
Edify Rwanda effectively engages with stakeholders throughout the project lifecycle to ensure their needs and expectations are adequately addressed.	9(7.1)	19(15.1)	10(7.9)	43(34.1)	45(35.7)	3.76
The identification of stakeholder needs and expectations plays a pivotal role in improving the performance and outcomes of loan capital projects executed by Edify Rwanda.	12(9.5)	15(11.9)	12(9.5)	34(27.0)	53(42.1)	3.80
The effective identification of stakeholder needs and expectations allows Edify Rwanda to allocate resources efficiently and optimize project outcomes.	5(4.0)	15(11.9)	7(5.6)	33(26.2)	66(52.4)	4.11

Source : Primary data (2024)

Table 2 presents an analysis of the influence of stakeholder expectations and needs identification on the performance of loan capital projects by Edify Rwanda, based on responses from 126 participants. Each item is rated on a scale from "Strongly agree" to "Strongly disagree" with corresponding frequencies, percentages, and mean scores for each statement.

A key finding from the table is the strong recognition of stakeholders by project management, with a mean score of 4.67. An overwhelming majority (71.4%) of respondents agreed or strongly agreed that stakeholders are recognized in the project management process. This indicates a robust commitment to stakeholder inclusion, which is crucial for project success.

In terms of identifying stakeholder needs and expectations before project initiation, the mean score was 3.84. While half of the respondents (50%) agreed that these needs were identified prior to the project's commencement, a notable 15% disagreed. This suggests that there is room for improvement in the initial assessment of stakeholder requirements.

The necessity of conducting research before project commissioning received a lower mean score of 3.21, with only 35.7% of respondents agreeing that adequate research was performed. This indicates a potential gap in preparation that could affect project outcomes. Similarly, the adequacy of needs assessment prior to project initiation was rated with a mean of 3.38, reflecting mixed responses, with 36.5% agreeing that stakeholder needs are adequately assessed.

Respondents also indicated that considering stakeholder needs positively impacts project success, with a mean score of 3.75 and 70.6% agreeing or strongly agreeing with this statement. Effective communication with stakeholders was highlighted as a strength, with a mean score of 4.06 and 81.7% of respondents affirming that Edify Rwanda communicates effectively to understand stakeholder needs and expectations.

The alignment of project objectives with stakeholder needs received a mean score of 3.82, with 72.2% of respondents agreeing that this alignment enhances project efficiency and effectiveness. Furthermore, continuous evaluation and adjustment of stakeholder needs during project implementation were recognized as contributing to better project outcomes, with a high mean score of 4.10 and 76.2% agreement.

Transparency in communication was also noted positively, with a mean score of 3.94 and 74.6% of respondents agreeing that Edify Rwanda maintains clear communication channels with stakeholders. The effectiveness of stakeholder engagement throughout the project lifecycle was rated with a mean of 3.76, with 69.8% agreeing that stakeholder needs are adequately addressed during the project.

Finally, the identification of stakeholder needs and expectations was seen as pivotal for improving project performance, with a mean score of 3.80 and 69.1% agreement. Respondents also strongly believed that effective identification allows Edify Rwanda to allocate resources efficiently and optimize project outcomes, as reflected in a mean score of 4.11 and 79.0% agreement.

In conclusion, the data indicates that Edify Rwanda generally recognizes and engages with stakeholders effectively, with strong agreement on the importance of communication and continuous evaluation. However, there are areas for improvement, particularly in pre-project research and the identification of stakeholder needs prior to project initiation. Overall, the sentiment reflects a positive view on the influence of stakeholder engagement on project performance.

Table 3. Effect of stakeholder conflict resolutions on loan capital projects performance by Edify Rwanda, 2024 (n=126)

	Strongly disagree n(%)	Disagree n(%)	Uncertain n(%)	Agree n(%)	Strongly agree n(%)	Mean
Edify Rwanda demonstrates transparency in its approach to resolving stakeholder	14(11.1)	17(13.5)	11(8.7)	45(35.7)	39(31.0)	3.62

conflicts related to loan capital projects.							
Disagreements are normal in the project.	37(29.4)	64(50.8)	11(8.7)	5(4.0)	9(7.1)	2.09	
Disagreements and conflict are solved amicably.	0(0)	16(12.7)	20(15.9)	37(29.4)	53(42.1)	4.01	
Conflict and disagreement have affected the performance of the project.	55(43.7)	39(31.0)	19(4.8)	6(4.8)	7(5.6)	1.98	
Edify Rwanda fosters a culture of open communication and collaboration to prevent and resolve stakeholder conflicts effectively in loan capital projects.	8(6.3)	24(19.0)	13(10.3)	43(34.1)	38(30.2)	3.63	
Stakeholder conflict resolution strategies employed by Edify Rwanda contribute to better risk management and mitigation in loan capital projects.	1(0.8)	36(28.6)	11(33.3)	42(33.3)	36(28.6)	3.60	
Stakeholder conflicts are perceived as opportunities for learning and improvement within Edify Rwanda's project management framework.	10(7.9)	15(11.9)	11(8.7)	52(41.3)	38(30.2)	3.74	

Source : Primary data (2024)

Table 3 outlines the effect of stakeholder conflict resolutions on the performance of loan capital projects by Edify Rwanda, based on responses from 126 participants. Each item is rated on a scale from "Strongly agree" to "Strongly disagree" with corresponding frequencies, percentages, and mean scores for each statement.

A significant finding is that Edify Rwanda demonstrates transparency in its approach to resolving stakeholder conflicts related to loan capital projects, with a mean score of 3.62. Here, 66.7% of respondents agreed or strongly agreed, indicating a positive perception of the organization's transparency in conflict resolution.

However, the perception of disagreements within projects is less favorable, with a mean score of only 2.09. A substantial 80.2% of respondents disagreed or strongly disagreed that disagreements are normal in projects, suggesting that conflicts may be viewed negatively rather than as a standard part of the process.

On a more positive note, the resolution of disagreements is perceived to be effective, with a mean score of 4.01. A significant majority (71.5%) agreed or strongly agreed that conflicts and disagreements are solved amicably, reflecting a strong belief in the effectiveness of conflict resolution strategies employed by Edify Rwanda.

Conversely, the impact of conflict on project performance received a low mean score of 1.98, with 74.5% of respondents disagreeing or strongly disagreeing that conflicts and disagreements have affected project performance. This suggests that while conflicts may arise, they are not perceived to significantly hinder project outcomes.

Edify Rwanda's culture of open communication and collaboration to prevent and resolve stakeholder conflicts is also rated positively, with a mean score of 3.63. Here, 64.3% of respondents agreed or strongly agreed that the organization fosters such a culture, indicating that communication is viewed as a vital component in managing conflicts effectively.

The strategies employed for stakeholder conflict resolution are seen as beneficial for risk management and mitigation, with a mean score of 3.60. A combined 61.9% of respondents agreed or strongly agreed that these strategies contribute to better risk management in loan capital projects.

Additionally, the perception that stakeholder conflicts can serve as opportunities for learning and improvement within Edify Rwanda's project management framework is reflected in a mean score of 3.74. This indicates that a majority (71.5%) of respondents view conflicts as potential learning experiences rather than solely as negative occurrences.

In summary, the data suggests that while Edify Rwanda is perceived to handle stakeholder conflicts with transparency and effectiveness, there are mixed feelings about the nature of disagreements within projects. Overall, the organization appears to foster a positive environment for conflict resolution, viewing conflicts as opportunities for growth and improvement in project management.

Table 4. Influence of stakeholder communication on loan capital project performance by Edify Rwanda, 2024 (n=126)

	Strongly disagree n(%)	Disagree n(%)	Uncertain n(%)	Agree n(%)	Strongly agree n(%)	Mean
Edify Rwanda maintains open and transparent communication channels with stakeholders throughout the lifecycle of loan capital projects.	5(4.0)	7(5.6)	3(2.4)	52(41.3)	59(46.8)	4.21
Project progress reports are available.	0(0)	0(0)	0(0)	50(39.7)	76(60.3)	4.60
Stakeholders' meetings are held frequently.	0(0)	0(0)	0(0)	53(42.1)	73(57.9)	4.58
Feedback mechanisms are adequate and appropriate.	7(5.6)	13(10.3)	11(8.7)	49(38.9)	46(36.5)	3.90
Stakeholders are aware of the progress of the project.	7(5.6)	8(6.3)	6(4.8)	52(41.3)	53(42.1)	4.08
Stakeholders are adequately informed about project progress, milestones, and any significant	13(10.3)	19(15.1)	6(4.8)	41(32.5)	47(37.3)	3.71

developments by Edify Rwanda.						
Edify Rwanda fosters a culture of active listening and empathy towards stakeholder perspectives and concerns.	7(5.6)	14(11.1)	7(5.6)	46(36.5)	52(41.3)	3.97

Source : Primary data (2024)

Table 4 examines the influence of stakeholder communication on the performance of loan capital projects by Edify Rwanda, based on responses from 126 participants. Each item is rated on a scale from "Strongly agree" to "Strongly disagree" with corresponding frequencies, percentages, and mean scores.

A significant finding is that Edify Rwanda maintains open and transparent communication channels with stakeholders throughout the lifecycle of loan capital projects, with a mean score of 4.21. An impressive 88.1% of respondents agreed or strongly agreed with this statement, indicating a strong commitment to transparency in communication.

Moreover, the availability of project progress reports received a mean score of 4.60, with all respondents (100%) agreeing or strongly agreeing that such reports are provided. This reflects a high level of transparency and accountability in project management. Similarly, the frequency of stakeholder meetings was also rated positively, achieving a mean score of 4.58, with all respondents affirming that these meetings are held frequently. This suggests that Edify Rwanda is proactive in engaging stakeholders and keeping them informed.

Regarding feedback mechanisms, the mean score was 3.90, with 75.4% of respondents agreeing or strongly agreeing that these mechanisms are adequate and appropriate. However, 15.9% of respondents disagreed or strongly disagreed, indicating that there may be some room for improvement in how feedback is collected and utilized.

Stakeholder awareness of project progress was rated highly, with a mean score of 4.08. A total of 83.4% of respondents agreed or strongly agreed that stakeholders are aware of the project's progress, which underscores the effectiveness of Edify Rwanda's communication strategies. However, when it comes to the adequacy of updates regarding project milestones and significant developments, the mean score was slightly lower at 3.71. Here, 69.8% of respondents agreed or strongly agreed that stakeholders are adequately informed, while 25.4% disagreed or strongly disagreed, suggesting that there is still work to be done in this area.

Finally, the culture of active listening and empathy towards stakeholder perspectives and concerns received a mean score of 3.97, with 77.8% of respondents agreeing or strongly agreeing. This indicates that Edify Rwanda values stakeholder input and strives to create an environment where concerns are heard and addressed.

In summary, the data suggests that Edify Rwanda places a strong emphasis on stakeholder communication, characterized by high levels of transparency, frequent engagement, and a culture of active listening. However, there are areas for improvement, particularly in ensuring that feedback mechanisms are robust and that stakeholders are consistently informed about project progress and developments.

Table 5. Influence of stakeholder involvement on loan capital project performance by edify Rwanda, 2024 (n=126)

	Strongly disagree n(%)	Disagree n(%)	Uncertain n(%)	Agree n(%)	Strongly agree n(%)	Mean
The involvement of stakeholders enhances the relevance and appropriateness of project objectives set by Edify Rwanda.	3(2.4)	7(5.6)	6(4.8)	52(41.3)	58(46.0)	4.23
Stakeholder involvement promotes ownership sense and dedication among stakeholders towards the success of loan capital projects by Edify Rwanda.	10(7.9)	8(6.3)	7(5.6)	57(45.2)	44(34.9)	3.92
The community participates in selecting projects through their respective village leaders.	22(17.5)	71(56.3)	18(14.3)	8(6.3)	7(5.6)	2.26
Our community contributes labor during the project implementation process.	26(20.6)	53(42.1)	26(20.6)	14(11.1)	7(5.6)	2.39
We take part in the maintenance of the projects.	7(5.6)	32(25.4)	40(31.7)	20(15.9)	27(21.4)	3.22
The benefits from the projects are enjoyed by all the residents.	13(10.3)	32(25.4)	18(14.3)	36(28.6)	27(21.4)	3.25
Stakeholder involvement is perceived as essential for fostering community engagement and support for loan capital projects implemented by Edify Rwanda.	11(8.7)	35(27.8)	17(13.5)	37(29.4)	26(20.6)	3.25
Edify Rwanda encourages regular and meaningful engagement with stakeholders throughout the project lifecycle to ensure alignment with project goals.	7(5.6)	41(32.5)	27(21.4)	25(19.8)	26(20.6)	3.17

Source : Primary data (2024)

Table 5 evaluates the influence of stakeholder involvement on the performance of loan capital projects by Edify Rwanda, based on responses from 126 participants. Each item is rated on a scale

from "Strongly agree" to "Strongly disagree" with corresponding frequencies, percentages, and mean scores.

A notable finding is that the involvement of stakeholders enhances the relevance and appropriateness of project objectives set by Edify Rwanda, with a mean score of 4.23. A substantial majority (87.3%) of respondents strongly agreed or agreed with this statement, indicating that stakeholder participation is viewed as vital for aligning project goals with community needs.

Stakeholder involvement also promotes ownership sense and dedication among stakeholders towards the success of loan capital projects, as reflected in a mean score of 3.92. Here, 80.1% of respondents agreed or strongly agreed, suggesting that when stakeholders are involved, they are more likely to feel invested in the project's success.

However, the data reveals some challenges regarding community involvement in project selection. The statement that the community takes part in choosing the projects through village leaders received a mean score of only 2.26, with a significant 73.8% of respondents disagreeing or strongly disagreeing. This indicates a perception that community input in project selection is limited.

Similarly, the community's role in providing labor for project implementation was rated even lower, with a mean score of 2.39. Here, 62.7% of respondents disagreed or strongly disagreed, suggesting that there is minimal community participation in this aspect of project execution.

Regarding maintenance, the mean score was 3.22, indicating a moderate level of agreement (37.3%) that the community is involved in maintaining the projects. This reflects a recognition of some level of community engagement, though it is not overwhelmingly positive.

The perception that benefits from the projects are enjoyed by all residents received a mean score of 3.25, with 49.9% of respondents agreeing or strongly agreeing. This suggests a belief that while benefits exist, they may not be equitably distributed among all community members.

Stakeholder involvement is perceived as essential for fostering community engagement and support for loan capital projects, with a mean score of 3.25. However, responses were mixed, with only 49.0% agreeing or strongly agreeing, indicating that while some see the value, others may not fully recognize its importance.

Finally, the statement that Edify Rwanda encourages regular and meaningful engagement with stakeholders throughout the project lifecycle received a mean score of 3.17. Here, 52.5% of respondents were uncertain or disagreed, suggesting that there may be inconsistencies in how stakeholder engagement is practiced.

In summary, the data indicates that while stakeholder involvement is generally viewed positively in enhancing project objectives and fostering ownership, there are significant concerns regarding the extent of community participation in project selection and labor contributions. Strengthening these areas could enhance the overall effectiveness and acceptance of loan capital projects by Edify Rwanda.

Table 6. Project Performance Status, 2024 (n=126)

	Strongly disagree n(%)	Disagree n(%)	Uncertain n(%)	Agree n(%)	Strongly agree n(%)	Mean
The project is either on track for timely completion or has	13(10.3)	26(20.6)	20(15.9)	33(26.2)	34(27.0)	3.39

already been completed as scheduled.						
The project is either within the budget or is expected to be completed within the allocated budget.	11(8.7)	52(41.3)	12(9.5)	18(14.3)	33(26.2)	3.08
The project scope has been met.	13(10.3)	41(32.5)	14(11.1)	18(14.3)	40(31.7)	3.25
The benefits from the projects are enjoyed by all the residents.	7(5.6)	34(27.0)	21(16.7)	25(19.8)	39(31.0)	3.44
The quality of the project's output is satisfactory.	8(6.3)	12(9.5)	9(7.1)	41(32.5)	56(44.4)	3.99
Stakeholder management influences project performance.	0(0)	0(0)	0(0)	66(52.4)	60(47.6)	4.48

Source : Primary data (2024)

Table 6 presents the project performance status of loan capital projects implemented by Edify Rwanda in 2024, based on responses from 126 participants. Each item is rated on a scale from "Strongly agree" to "Strongly disagree" with corresponding frequencies, percentages, and mean scores.

One of the key findings is related to the completion of projects on schedule, which received a mean score of 3.39. Here, 53.2% of respondents agreed or strongly agreed that projects have or will be completed on time, while 30.9% disagreed or strongly disagreed. This indicates a generally positive outlook on project timelines, although a significant portion of respondents expressed concerns.

In terms of budget adherence, the mean score was lower at 3.08. Only 40.5% of respondents agreed or strongly agreed that projects have or will be completed within budget, while a substantial 50.0% disagreed or strongly disagreed. This suggests that budget management may be an area requiring further attention and improvement.

The ability of the projects to meet their defined scope was rated with a mean score of 3.25. Here, 46.0% of respondents agreed or strongly agreed that the project scope has been met, while 42.8% disagreed or strongly disagreed. This mixed response indicates that while some stakeholders feel that project objectives are being achieved, others do not share this sentiment.

Regarding the equitable enjoyment of project benefits, the mean score was 3.44. A total of 50.8% of respondents agreed or strongly agreed that the benefits from the projects are enjoyed by all residents, while 32.6% disagreed or strongly disagreed. This finding suggests that while there is a belief in the overall benefits of the projects, there may be concerns about how these benefits are distributed among community members.

The quality of project output received a high mean score of 3.99, with 76.9% of respondents agreeing or strongly agreeing that the quality is acceptable. This reflects a strong consensus on the effectiveness and quality of the deliverables produced by the projects.

Finally, the influence of stakeholder management on the performance of the project was rated exceptionally high, with a mean score of 4.48. All respondents (100%) agreed or strongly agreed that effective stakeholder management is crucial for project success. This underscores the

importance of engaging stakeholders throughout the project lifecycle to enhance overall performance.

In summary, while the quality of project outputs and the role of stakeholder management are viewed positively, there are notable concerns regarding timely completion, budget adherence, and the equitable distribution of project benefits. Addressing these areas could significantly enhance the overall effectiveness of loan capital projects by Edify Rwanda.

Table 7. Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.405 ^a	.164	.136	.4615	

a. Predictors: (Constant), Overall stakeholder involvement, Overall stakeholder communication, Overall stakeholder's needs and expectation identification, Overall stakeholder conflict resolutions

Source : Primary data (2024)

The regression analysis results provide a comprehensive overview of the relationship between various predictors and overall project performance. The model summary offer insights into the effectiveness of stakeholder-related factors in influencing project outcomes. As shown in Table 7, the model summary reveals an R value of 0.405, indicating a moderate correlation between the independent variables and overall project performance. The R-squared value is 0.164, signifying that approximately 16.4% of the variance in overall performance is explained by the predictors included in the model. The adjusted R-squared value, which accounts for the number of predictors, is 0.136, offering a more conservative estimate of the explained variance. The standard error of the estimate is 0.4615, reflecting the average deviation of observed values from the regression line.

Table 8. ANOVA

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.058	4	1.264	5.937	.000 ^a
	Residual	25.768	121	.213		
	Total	30.825	125			

a. Predictors: (Constant), Overall stakeholder involvement, Overall stakeholder communication, Overall stakeholder's needs and expectation identification, Overall stakeholder conflict resolutions

b. Dependent Variable: Overall Performance

Source : Primary data (2024)

The ANOVA table evaluates the overall significance of the regression model. The F-statistic is 5.937 with a p-value of 0.000, demonstrating that the model is statistically significant. This implies that at least one of the independent variables significantly influences overall project performance. The regression sum of squares is 5.058, while the residual sum of squares is 25.768, resulting in a total sum of squares of 30.825.

Table 9. Coefficients

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.234	.825		1.495	.037
	Overall stakeholder's needs and expectation identification	.364	.209	.148	1.741	.044
	Overall stakeholder conflict resolutions	.381	.084	.398	4.549	.000
	Overall stakeholder communication	-.067	.105	-.056	-.639	.524
	Overall stakeholder involvement	.065	.092	.060	.704	.483

a. Dependent Variable: Overall Performance

Source : Primary data (2024)

The coefficients table provides insights into the contribution of each predictor. The unstandardized coefficients (B) show the expected change in overall performance for a one-unit increase in each independent variable, assuming all other variables remain constant. The constant term is 1.234, representing the predicted overall performance when all predictors are zero.

Among the predictors, “Overall Stakeholder’s Needs and Expectation Identification” has a coefficient of 0.364, indicating that a one-unit increase in this variable is expected to raise overall performance by 0.364 units. This coefficient is statistically significant ($p = 0.044$), highlighting its considerable impact on performance.

“Overall Stakeholder Conflict Resolutions” shows a coefficient of 0.381, indicating that effective conflict resolution is associated with a 0.381 unit increase in overall performance. This result is highly significant ($p < 0.001$), highlighting the critical role of conflict management in enhancing project outcomes.

In contrast, “Overall Stakeholder Communication” has a coefficient of -0.067, suggesting a negligible negative relationship with overall performance, although this result is not statistically significant ($p = 0.524$). Similarly, “Overall Stakeholder Involvement” has a coefficient of 0.065, indicating a very small positive effect, but it is also not statistically significant ($p = 0.483$).

The standardized coefficients (Beta) provide a way to compare the relative importance of each predictor in the model. “Overall Stakeholder Conflict Resolutions” has the highest standardized coefficient (Beta = 0.398), indicating it has the strongest effect on overall performance. “Overall Stakeholder’s Needs and Expectation Identification” follows with a Beta of 0.148, while the other two predictors show minimal impact.

In summary, the regression analysis reveals that both overall stakeholder conflict resolutions and overall stakeholder's needs and expectation identification significantly contribute to the prediction of overall project performance. The model explains 16.4% of the variance in performance, underscoring the importance of effectively managing stakeholder conflicts and understanding their needs to enhance project outcomes. However, stakeholder communication and involvement do not

show significant effects in this model, indicating areas for potential improvement in stakeholder engagement strategies.

Qualitative data

Stakeholder needs and expectation identification is crucial for loan capital project performance by Edify Rwanda. Bank managers emphasized that *“thoroughly understanding stakeholder requirements and aligning project objectives accordingly leads to greater project relevance, acceptance, and sustainability”*. Proactively identifying stakeholder needs upfront helps ensure projects deliver value and meet expectations.

Effective stakeholder conflict resolution strategies are essential for successful loan capital projects. Bank managers noted that *“conflicts and disagreements are common in complex projects, but how they are managed impacts overall performance”*. Employing transparent, collaborative approaches to resolve issues amicably contributes to better risk management and mitigation. Viewing conflicts as opportunities for learning and improvement is also beneficial.

Open, transparent stakeholder communication is a key driver of loan capital project performance. Bank managers highlighted the importance of maintaining communication channels throughout the project lifecycle. Providing regular progress updates, holding frequent stakeholder meetings, and ensuring adequate feedback mechanisms keeps stakeholders informed and engaged. *“Fostering a culture of active listening and empathy towards stakeholder concerns is also important”*.

Meaningful stakeholder involvement at all stages enhances loan capital project performance. Bank managers emphasized that involving stakeholders in decision-making, implementation, and maintenance fosters ownership and commitment. *“Engaging the community and providing opportunities for participation, such as contributing labor, builds a sense of shared responsibility for project success”*. However, some managers noted challenges with ensuring equitable distribution of project benefits and resources.

From a banking perspective, *“effective stakeholder management is critical for loan capital project success”*. Bank managers view it as a key factor in project performance, as it helps ensure projects meet stakeholder needs, manage risks, and achieve intended outcomes. Maintaining strong relationships with project stakeholders is seen as an important part of the bank's role in supporting development initiatives.

Key challenges in stakeholder management include balancing diverse and sometimes competing stakeholder interests, ensuring adequate representation, and maintaining consistent communication. Managers also noted *“difficulties in managing stakeholder expectations, especially when projects face delays or changes”*. Securing stakeholder buy-in and commitment throughout the project lifecycle is an ongoing challenge.

Bank managers view Edify Rwanda as generally effective in managing stakeholder relationships. They noted Edify's strategies of maintaining open communication channels, holding regular meetings, and seeking stakeholder input. However, some managers felt *“there was room for improvement in ensuring equitable community involvement and benefits”*. Strengthening feedback mechanisms and documentation of stakeholder engagement was also suggested.

Effective stakeholder management directly impacts the success or failure of loan capital projects. Bank managers cited examples where projects faltered due to inadequate stakeholder buy-in, unresolved conflicts, or unmet expectations. Conversely, *“projects that proactively engaged stakeholders and managed relationships were more likely to achieve intended outcomes and sustain benefits over time”*. Managers emphasized that stakeholder management should be a core part of project design and implementation.

Key indicators for evaluating stakeholder management include stakeholder satisfaction surveys, participation rates in project activities, incidence of conflicts and grievances, and sustainability of project benefits. Bank managers also look at the quality of stakeholder engagement plans and documentation. Ultimately, the degree to which stakeholders feel their needs are met and their interests are represented is a key measure of effective stakeholder management.

Discussion of findings

The findings from Table 2 highlight the significant role that stakeholder needs and expectation identification play in the performance of loan capital projects by Edify Rwanda. With a mean score of 4.67, the strong recognition of stakeholders by project management underscores a robust commitment to inclusion, which is essential for project success (Tumwebaze & Irechukwu, 2022). This aligns with recent research by Umumararungu and Mulyungi (2022), which emphasizes that effective stakeholder involvement is critical for successful project implementation in Rwanda, as it directly influences project outcomes and sustainability. However, the lower mean scores for identifying stakeholder needs (3.84) and conducting adequate research (3.21) suggest areas for improvement, echoing the findings of FasterCapital (2021), which assert that a thorough analysis of stakeholder expectations is vital for aligning project goals with stakeholder interests. Furthermore, the positive correlation between considering stakeholder needs and project success (mean score of 3.75) reinforces the necessity of continuous engagement and communication, as highlighted in both studies. Overall, these findings indicate that while Edify Rwanda demonstrates a strong commitment to stakeholder engagement, there remains a need for enhanced strategies in identifying and addressing stakeholder needs to optimize project performance.

The findings presented in Table 3 regarding the influence of stakeholder conflict resolutions on the performance of loan capital projects by Edify Rwanda reveal a nuanced understanding of stakeholder dynamics. Notably, the high mean score of 3.62 for transparency in conflict resolution indicates a strong perception among respondents of Edify Rwanda's commitment to addressing stakeholder issues openly. This aligns with the findings of Tumwebaze and Irechukwu (2022), who emphasize that effective stakeholder engagement and conflict management are crucial for project sustainability and success in Rwanda. However, the lower mean score of 2.09 regarding the perception of disagreements as normal suggests a cultural tendency to view conflicts negatively, which may hinder constructive dialogue. This contrasts with the insights from Umumararungu and Mulungi (2022), who found that recognizing conflicts as opportunities for improvement can enhance project outcomes. Furthermore, the positive perception of conflict resolution effectiveness (mean score of 4.01) and the belief that conflicts do not significantly impact project performance (mean score of 1.98) suggest that while conflicts are acknowledged, they are managed in a way that minimizes their adverse effects. This reflects a growing recognition within project management literature that proactive conflict resolution strategies can lead to better risk management and project performance (FasterCapital, 2021). Overall, these findings highlight the importance of fostering a culture that views conflict resolution as a vital component of project management, which can ultimately enhance the effectiveness of loan capital projects.

The findings presented in Table 4 regarding the influence of stakeholder communication on the performance of loan capital projects by Edify Rwanda highlight the critical role of effective communication strategies in project management. With a mean score of 4.21, the strong agreement among 88.1% of respondents regarding the organization's commitment to open and transparent communication channels reflects a significant alignment with recent studies emphasizing the importance of stakeholder engagement for project success. For instance, Tumwebaze and Irechukwu (2022) found that effective communication and stakeholder involvement are pivotal for

enhancing project sustainability, as they foster trust and collaboration among stakeholders. Similarly, Mbonigaba (2022) highlights that transparent communication strategies significantly contribute to project success by ensuring that stakeholders are well-informed and engaged throughout the project lifecycle. However, the slightly lower mean score of 3.71 for the adequacy of updates regarding project milestones indicates that there is still room for improvement, particularly in ensuring that all stakeholders are consistently informed of significant developments. This aligns with findings from FasterCapital (2021), which suggest that inadequate communication can lead to misunderstandings and hinder project progress. Overall, these results underscore the necessity for Edify Rwanda to continue refining its communication strategies to enhance stakeholder engagement and project performance.

The findings regarding stakeholder involvement in loan capital projects by Edify Rwanda reveal critical insights into the relationship between stakeholder engagement and project performance. A notable finding is that stakeholder involvement significantly enhances the relevance and appropriateness of project objectives, with a mean score of 4.23, indicating that 87.3% of respondents recognize its importance in aligning project goals with community needs. This aligns with recent research by Mukamana and Kalimba (2022), which emphasizes that effective stakeholder participation is essential for improving project outcomes and fostering community ownership. However, challenges remain, particularly concerning community involvement in project selection, which received a low mean score of 2.26. This suggests that community input is often limited, echoing findings from Tumwebaze and Irechukwu (2022), who noted that inadequate stakeholder engagement can lead to project inefficiencies and unmet expectations. Furthermore, the low mean scores regarding the community's role in providing labor (2.39) and project maintenance (3.22) highlight the need for more inclusive practices that ensure equitable participation. Overall, while Edify Rwanda demonstrates a commitment to stakeholder involvement, the findings suggest that enhancing community engagement in decision-making processes is crucial for optimizing project performance and ensuring that benefits are equitably distributed among all residents.

In sum, the findings from this study underscore the critical importance of stakeholder engagement in enhancing the performance of loan capital projects by Edify Rwanda. The strong recognition of stakeholder involvement as essential for aligning project objectives with community needs suggests that project managers and policymakers should prioritize inclusive practices that actively involve stakeholders in decision-making processes. This approach not only fosters a sense of ownership and commitment among community members but also enhances the relevance and sustainability of projects. Furthermore, the study highlights the necessity for continuous improvement in communication strategies and feedback mechanisms to ensure that stakeholder input is adequately considered throughout the project lifecycle. By addressing these areas, Edify Rwanda can optimize project outcomes, improve community satisfaction, and ultimately contribute to the long-term success of its initiatives.

Despite the valuable insights gained from this study, several limitations need to be acknowledged. First, the reliance on self-reported data from 126 participants may introduce biases, as respondents might provide socially desirable responses rather than accurate reflections of their true perceptions and experiences. Additionally, the descriptive design of the study limits the ability to establish causal relationships between stakeholder involvement and project performance. Furthermore, the findings may not be generalizable to other contexts or project types beyond those within Edify Rwanda, as the specific cultural and operational dynamics within the organization may influence stakeholder interactions differently. Finally, the study did not explore the perspectives of all

relevant stakeholders, such as community members or project beneficiaries, which could provide a more comprehensive understanding of the stakeholder engagement process. Future research should consider longitudinal designs and a broader range of participants to enhance the validity and applicability of the findings.

Conclusion and recommendations

In conclusion, The study highlights the critical role of identifying stakeholder needs and expectations in driving the success of loan capital projects by Edify Rwanda. Strong stakeholder recognition, effective communication, and continuous adjustment of needs during project implementation emerge as key factors contributing to positive outcomes. However, the findings suggest that improvements in pre-project research and needs assessment could further enhance the effectiveness of these projects.

In terms of conflict resolution, Edify Rwanda is perceived to handle stakeholder disagreements transparently and constructively. The organization's open communication and collaborative culture support effective conflict management, minimizing any negative impact on project performance. Moreover, conflicts are seen as opportunities for learning and improvement, contributing to better risk management and overall project success.

The analysis of stakeholder communication underscores Edify Rwanda's commitment to transparency and regular engagement. Frequent progress reports and stakeholder meetings foster awareness and trust, but the study identifies areas for improvement, particularly in the consistency of feedback mechanisms and milestone updates. Addressing these gaps could strengthen the overall communication strategy and further enhance project outcomes.

Regarding stakeholder involvement, the study finds that active participation is key to aligning project objectives with community needs and fostering commitment. However, challenges remain in engaging communities, particularly in project selection and labor contributions, where involvement is perceived as limited. Enhancing community participation and ensuring equitable benefit distribution could improve project acceptance and overall performance, reinforcing the importance of inclusive stakeholder practices.

As recommendations, Edify Rwanda should enhance community involvement in project selection, strengthen feedback mechanisms, increase transparency in communication, promote equitable benefit distribution.

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