

Journal of Entrepreneurship & Project Management

ISSN Online: 2616-8464



Stratford
Peer-Reviewed Journals & books

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ISSN: 2616-8464

Beneficiaries' Engagement and Project Sustainability in Rwanda: A Case of Huguka Dukore Akazi Kanoze (Hdak)

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How to cite this article: Mupenzi, I. & Irechukwu, E., N. (2023). Beneficiaries' Engagement and Project Sustainability in Rwanda: A Case of Huguka Dukore Akazi Kanoze (Hdak). *Journal of Entrepreneurship & Project Management*, 7(1), 83-103. <https://doi.org/10.53819/81018102t3076>

Abstract

The study generally aimed at assessing the role of beneficiaries' engagement in sustaining the project in Rwanda, with the following specific objectives: To determine beneficiaries' engagement in planning and design for the sustainability of the project; to assess beneficiaries' engagement in the implementation for the sustainability of the project; and to identify beneficiaries' engagement in monitoring and evaluation for the sustainability of the project. This research focused on 114 Huguka Dukore Akazi Kanoze youth leaders. It is used to probability-stratify, random, and purposeful sampling methods. Questionnaires were used to collect primary data, and a documentary review was used to collect secondary data. SPSS version 23 was used to analyze the data. The findings provided a strong mean of 4.38 and a standard deviation of 0.66 regarding beneficiary's participation in meetings for planning youth group activities. The findings generated by multiple regression analysis showed that beneficiaries' engagement in planning and design contributed to the sustainability of the Huguka Dukore Akazi Kanoze project by 99.9% ($R^2 = 0.999$). On the beneficiaries' engagement in implementation and the project's sustainability, the findings showed that beneficiaries participated in making decisions about the project at a mean of 4.37 and a standard deviation of 0.72. The regression line showed that beneficiaries' engagement in implementation influences the Huguka Dukore Akazi Kanoze Project's sustainability at a positive, positive correlation of 94.7% ($R^2 = 0.947$). The responses indicated that beneficiaries assess project performance, with a mean of 4.38 and a standard deviation of 0.71. The multiple linear regression indicated that the beneficiary's engagement in monitoring and evaluation contributes to the sustainability of the Huguka Dukore Akazi Kanoze project at a correlation coefficient of 99.4%, which is a very strong positive correlation. The study concluded that beneficiary engagement influences the sustainability of the Huguka Dukore Akazi Kanoze project at a strongly positive correlation of 97.6%. ($R^2=0.976$), Following the Huguka Dukore Akazi Kanoze approach, the study recommends that project implementers and donors learn from the results on how to engage beneficiaries early in the project.

Keywords: *Beneficiaries,' Engagement, Project, Sustainability Rwanda*

<https://doi.org/10.53819/81018102t3076>

1.1 Background of the Study

Community cooperation involves worldwide concern, and the global local area has convinced emerging nations to draw in individuals to resolve issues that influence their lives (UNDP Report, 2007). Projects are carried out in all aspects of the entire world-both in the created world and, more, the creating one for multitudinous years. The advancement of any country, associations, and, what is more, foundations, to a great extent, relies upon the execution of tasks or projects, as per Irđi (2013) and Kanda (2011). Those creators qualify projects as problem solvers, contending that each project changes the present status into a more helpful state. Local area investment approaches have become a significant interest the improvement organizations globally. The granular perspective has acquired cash for its benefits in project execution and economic turn of events, improving performance to the top-base methodology. On the worldwide scene, determine how resource mobilization through group formulation affects the project's sustainability; the granular perspective makes individuals near the improvement exercises and digs in possession. In this new worldwide economy, partner cooperation is progressively turning into a piece of undertaking practice to convey superb task results (Karlsen, Graee, & Massaoud,2018). A 2000-person local community in Malawi began developing a complex water supply infrastructure in 1968, according to a World Bank report on Sub-Saharan Africa (2020).

Locals started organizing, creating, and implementing transportation and water supply projects. Water networks were deemed necessary due to regional customs, local field workers selected for the job, and limited government assistance. Each of the more than 6000 standpipes installed cross-country is still functional. Over thirty years, provincial and metropolitan improvement investigations found a strong correlation between project execution and interest level. In 2010, a local government development agency in Rwanda sent contractors to a small town in eastern Rwanda to set up a waste management project. Years later, a ghost structure remains unused, and nobody has answers as to what exactly happened. The project in the rural Ngoma district entailed setting up a garbage dumping site with an adjacent facility equipped to turn the waste into briquettes. These briquettes were to aid the government's plan to help local communities move away from cutting trees for firewood and charcoal (Lekunze, 2020). The project was carried out under the recollections of various regional and local officials. Today, abandoned locked buildings stand around Ruhinga Hill in the Kibungo sector, about 10km from Ngoma town. The rural village sits on the highway from the Rwanda-Tanzania border as per Confusion in East Rwanda Over Costly Waste Management article written by The Chronicle's Editorial July 30, 2020.

There are countless such projects across Rwanda whereby millions of dollars are being spent, and nearly a decade later, the project is never finished. The researcher attempted different avenues to locate any new updated studies about the topic but in vain. It only prevails the speculation that project beneficiaries are not engaged to own the project sustainability activities. This is why the researcher decided to perform a study intending not only to demonstrate the Impact of the Beneficiary's engagement in project activities in Rwanda but also to determine how resource mobilization through group formulation affects the project's sustainability (Madeeha, 2021). Huguka Dukore Akazi Kanoze was a five-year project that began in 2017 to equip 40.000 unschooled Rwandan youth with employable skills relevant to the market. The project's goal was to provide training in pertinent job skills to young people between the ages of 16 and 30 who have completed six to nine years of basic education so they may obtain steady employment, launch their

small enterprises, or continue their studies. This study will assess how the Beneficiary's engagement from the initial phase to the close-out influences project sustainability. Case of Huguka Dukore Akazi Kanoze project.

1.2 Problem Statement

Project sustainability is a significant issue in many developing nations, including Rwanda. Despite spending much money on implementation, many development programs have not continued after the sponsors have left. Poor project sustainability robs beneficiaries of the profits they were expecting from their investments (Luvenga, 2015). One of the key elements influencing the viability of socioeconomic projects in communities has been identified as beneficiary engagement in projects. However, numerous developed projects still failed to sustain. The study conducted by Aarseth (2020) in the Central African Republic about the factors influencing the unsustainability of water supply projects in the Mambéré-Kadé district. The results showed that involving the community in project design makes water supply projects less sustainable (42%) and that failing to involve the community in project implementation makes projects less sustainable (47%). Abdullahi, Ahmed, and Sale (2018) stated that the majority of public projects in developing countries do not last due to a lack of community participation in the project life cycle phase, such as in feasibility study, planning, implementation, monitoring, and evaluation, identification risk and how it will be managed once they occurred. Due to a lack of community involvement in project initiation, planning, design, implementation, monitoring, evaluation, and risk management, projects in Rwanda underperform and perform poorly after being launched at 35% (Yvonne 2019 & Barasa, 2021). For example, the small and medium development projects of youths in Rwanda failed to meet their objectives because of ineffective engagement in project planning and poor skills in running the implemented projects. According to numerous studies, the project's sustainability is hampered by beneficiaries' lack of participation in planning, design, execution, monitoring, and assessment. The primary objective of the current study is to address this gap by examining how beneficiaries' participation in project design, implementation, monitoring, and assessment enhances project sustainability in Rwanda; A case of Huguka Dukore Akazi Kanoze Project.

1.3 Objectives of the Study

The overall objective of this study is to examine the role of beneficiaries 'engagement and project sustainability in Rwanda

1.3.1 Specific objectives

The study has the following specific objectives:

- i. To determine the beneficiaries' engagement in planning and design on the sustainability of Huguka Dukore Akazi Kanoze Project
- ii. To assess the beneficiaries' engagement in implementation on the sustainability of Huguka Dukore Akazi Kanoze Project.
- iii. To identify beneficiaries' engagement in monitoring and evaluation on the sustainability of Huguka Dukore Akazi Kanoze Project.

2.0 Literature Review

2.1 Theoretical Literature

The main goal of beneficiary involvement is to protect beneficiaries' agency, dignity, and right to have a say in decisions that impact their lives. Beneficiaries and project participants are persons who do not all share the same characteristics. Beneficiaries of a project experience varying effects depending on their traits and circumstances. Each beneficiary is treated with respect and consideration when beneficiary involvement is done right. Beneficiary involvement is a process of carefully discovering ways to provide beneficiaries more agency in a meaningful and secure way rather than a compliance or box-ticking exercise. These four guidelines are meant to assist you in remembering that. Beneficiaries are involved in a two-way process known as beneficiary engagement that involves them in the project's design, delivery, monitoring, and assessment. The people whose lives we hope to enhance are the beneficiaries. Direct beneficiaries actively participate in or otherwise directly benefit from project activity. Indirect beneficiaries are the people whose lives we are ultimately trying to improve. Even if we are not working with them directly, indirect beneficiaries are the people whose lives we aim to help. Even though they all come from the same community, beneficiaries should know they do not form a homogenous group.

One of the most crucial project challenges of our time is sustainability. What can be done to create prosperity without having an impact on the lives of future generations? Sustainable business practices are incorporated into planning, marketing, internal communications, annual reports, and daily operations. Projects make more sustainable business practices possible, and new research has connected sustainability to successful project management (Atiibo, 2017). Strong indicators are given in the forthcoming literature on this subject that project design, management procedures, and practices consider sustainability effects. However, the project management standard falls short of supporting the sustainability agenda. In the PMbook Guide, sustainability was addressed three times. The project manager should be aware of this contextual aspect because sustainability policies and regulations may impact the initiative established. Under the institution's regulations, sustainability issues are considered external to the main project yet may need to be incorporated (Nijkamp, Tanis, 2015).

A new set of sustainability and resilience standards, beginning with ISO 371001, is currently being developed by the World Organization for Standardization (ISO). Project management is not specifically addressed, yet concentrating on management systems may also apply to projects. Every organization, not just corporations and organizations, is considered when developing the ISO26000 for Social Responsibility. The standard is not mandatory and is not linked to any kind of certification. The seven fundamental principles are highlighted as the roots of social responsibility and the core of sustainability thinking (Slevin & Pinto, 2011). Both the standard and any associated certifications are optional. The seven guiding principles are emphasized as the foundation of sustainability thinking and the source of social responsibility (Slevin & Pinto, 2011). Porter and Kramer (2014) emphasized the creation of shared value with the stakeholders. The authors contend that when governmental rules and regulations are implemented, it is the corporations' fault since they prioritize short-term shareholder benefits, which lowers their competitiveness (Olander, Landin, 2018). A project's legacy may extend far longer than the project's actual lifecycle. Therefore, decisions made and actions taken during the project may result

in beneficiaries who are not present when the project is performed. A case has been presented for the globalized view of beneficiaries by Freeman et al. (2013). Implementing sustainability thinking through beneficiaries' engagement has likely been proposed in academic works for some time. However, they all come to the same conclusion—that project management needs a new paradigm. The involvement of beneficiaries is crucial to the sustainability of initiatives, including infrastructure and socio-economic projects.

2.2 Empirical Literature

Nobeoka and Cusumano (2019) investigated how beneficiaries' involvement affected the Pakistani water delivery project's long-term viability. The study's goals were to assess how beneficiary participation in planning affected the sustainability of the water supply project, how much beneficiaries contributed to the project's implementation and sustainability, and how beneficiary participation in risk management affected the project's sustainability. The study applied multistage sampling techniques where five groups were considered, project sponsor, contractors, project implementers, local government, and end users (community members). With a robust mean of 4.5 and a slight standard deviation of 0.3, the results demonstrated that beneficiary involvement in planning boosted the sustainability of the water supply project. The project's sustainability rose with beneficiary involvement; it had a mean of 4.1 and a standard deviation of 0.42. The sustainability of the water supply project is impacted by beneficiary involvement in risk management at 81%, with a mean of 3.9% and a standard deviation of 0.7. The study discovered a significant correlation between beneficiary participation in the project's sustainability of water distribution ($r=0.91$). However, the study recommended that project managers use an appropriate approach when selecting beneficiaries who participate in the project lifecycle to avoid bias and poor opinions generated by beneficiaries.

Chesikaw (2016) evaluated the project beneficiaries' participation in formulating and implementing policies and initiatives aimed at reducing poverty in the Baringo North Sub-County from a gendered viewpoint. Most low- and middle-income nations have had significant problems with poverty. Particularly in nations where cultural issues like gender inequality, marginalization, tribalism, and corruption are deeply ingrained, this has grown to be increasingly accurate. In these countries, women and children are more vulnerable than males are. Information to analyze came from numerous sources, including community people, non-governmental organization representatives, church leaders, and government officials. According to the survey, men and women both engaged in resource mobilization, fundraising, and occasionally project activity. Similar to this, the majority of beneficiaries, the majority of whom were women, took part in the projects; some served as the projects' leaders; some served as community representatives; and the least amount of beneficiaries, the least amount, acted as contact people. It is also vital to remember that the least amount of women participated in all aspects of the activity, from idea development to implementation.

One of the crucial factors determining the durability of community-based initiatives has been recognized by Nshimiyimana (2018) as beneficiary participation in execution. The study aimed to determine how beneficiary involvement affected sustainability programs like ATN-Rwanda's Farming God's Way Project in Ntarama Sector, Bugesera District. The study aimed to identify the link between beneficiary involvement in projects and their sustainability and project beneficiaries

in project planning, implementation, monitoring, and assessment. The study was crucial for the management of ATN-Rwanda because it revealed the benefits and drawbacks of the initiative. Correlation and descriptive designs were employed to reveal the relationships among variables analyzed and taken into consideration. The study's target population included 54 project beneficiaries and 12 project officers from ATN Rwanda's Farming God's Way Project in Ntarama Sector, Bugesera District. Using Slovin's formula, the total sample size was calculated using $n = 49$ (project beneficiaries) and $n = 11$ (project officers). The study's participant recruitment methods included stratified random sampling and purposeful sampling.

The study subjects' principal data were gathered using survey questionnaires. Secondary data was gathered from published and unpublished sources included in project reports, textbooks, peer-reviewed publications, and other online libraries and databases. The Data from the surveys was sorted and sieved for any typographical mistakes. The surveys containing mistakes were not considered in the analyzed final data. The survey questionnaires were coded and then fed into the internationally recognized software Statistics Packages for Social Sciences (SPSS v.21) for analysis. The data were analyzed using descriptive statistics, such as frequency distribution and percentages, and inferential statistics, such as the Pearson correlation coefficient and regression model.

The findings showed that 68% of total respondents did not participate in the selection of the beneficiaries of the Girinka Program, while 59% responded that they did not take part in the implementation of the Girinka program; they added that only the leaders selected and purchased the cows to be given to the beneficiaries. The findings confirmed that the ineffective sustainability of the Girinka program in the Rongi Sector is due to a lack of sufficient community involvement during the planning and implantation program through a lack of expressing their ideas, lack of participation in the planning and designing process, and evaluating the qualified beneficiaries (candidates) should be given the cows. The study concluded that little community involvement is the reason for the poor sustainability of government programs. The study recommended that the community interact with government programs to improve the implementation of government programs leading to the sustainability of program outcomes.

Abdullahi, Ahmed, and Sale (2018) analyzed the reasons behind the unsustainability of projects in developing countries. The study employed a cross-sectional research design, considering 15 developing nations in East and South Africa. The information was gathered by mail and an online approach. Due to a lack of involvement in beneficiaries in project planning, implementation, monitoring, and evaluation, inadequate project management skills, and risk identification, the results showed that 32% of programs implemented in developing nations in Africa do not continue to exist after funders have left. The study concluded that high project collapse in developing countries in Africa is due to a lack of effective community engagement in the development of projects. The study recommended considering community ownership throughout all project stages and community capacity building as well as how the project should be managed after handover for the sustainability of projects in developing countries.

The impact of beneficiary involvement on the efficient monitoring and evaluation of community-based water projects in Kenya was evaluated by Franco Mutua Karuti (2015). It is more difficult for rural areas to acquire water than urban ones, particularly in Africa, where collecting water may require strenuous physical labor and pose health risks. Rural communities have tried to band

together to address this problem and start water projects. Because it is situated in a rural area of Kenya, most of the population in Tigania West Sub-County, the study's focal point, does not have enough access to safe water. The investigation's main objective was to ascertain how beneficiaries' engagement in project monitoring and assessment impacted the sustainability of such efforts. The main query was whether beneficiary involvement in M&E activities influenced successful M&E, similar to Community-Based Projects' sustainability. In order to address this problem, the researcher used a descriptive survey methodology using a sample of project participants and management team members. The Kiabaibate-Nchura water project management and 30% of the members were randomly selected for the sampling. Questionnaires (structured and open) were employed as the primary data collection tools, and the researcher administered them as directed. Beneficiary participation in project activities has the most substantial influence on the monitoring and evaluation of the project. Despite the beneficiaries' claims that the project benefits them, they demonstrated deficient involvement in project activities. It is sad because the research advises that the reasons for poor and low engagement in project activities be investigated.

In 2020, Katiku assessed how community involvement affected the viability of feed road projects in Kenya. The study's goal was to ascertain the level of community involvement in feed road project construction. The study applied an explanatory research design. The sample size was selected using a non-probability and judgment sampling technique; 63 respondents were questioned using questionnaires, while five project contractors and three managers were interviewed. The analysis was done using both quantitative and qualitative approaches. The results indicated that community engagement was significantly limited in monitoring and evaluation at 34% due to poor skills of the community in the monitoring and evaluation process. Further, they added that little involvement in project initiation, planning, implementation, and decision-making limited community to occur in the monitoring and evaluation phase. The study found that communities were not actively involved in essential project areas, which resulted in low project sustainability. The recommendation was that there was a need for a change in the management structure of community interventions to widen the scope of the projects to enable more community participation.

2.4 Theoretical framework

2.4.1 Theory of Engagement

Greg Kearsley and Ben Schneiderman created the engagement theory and released it in 1999. The fundamental core of engagement theory is that learning occurs when individuals are genuinely involved in valuable work and interpersonal interactions. Community participation is the practice of collaborating with and through groups of people linked by proximity, shared interests, or comparable circumstances to address issues affecting those people's well-being. It is a successful method for bringing about behavioral and environmental changes to improve the neighborhood's and its residents' health. According to Miller and Floricel (2016), alliances and collaborations are routinely utilized to raise money, influence systems, change partner relationships, and function as catalysts for changing practices, laws, and programs. As a result, "community engagement" refers to a tactical strategy with the particular objective of collaborating with defined groups of people, whether linked by similar locations, interests, or affiliations, to identify and address issues that impact their well-being. The use of theory engagement promotes the sustainability of the project

due to the various advantages gained by attempting to gather via the engagement of project members.

2.4.2 Sustainability theory

John Elkington (2002) developed the theory of sustainability; according to the theory, sustainability is becoming increasingly recognized as a vital instrument for comprehending the social, economic, and environmental effects of projects and project management. Numerous aspects influence the sustainability of project outcomes. The project team and beneficiaries need to be continued attached to maintain future outcomes provided by project activities (Duncan, 2013). Sustainability refers to an economic and social system that may exist on a global scale and is long-lasting. However, the sustainability of project outcomes can be limited due to poor cooperation among project stakeholders, not only failure to manage environmental circumstances leading to the collapse of project outputs.

2.5 Conceptual framework

A conceptual framework is a grouping of connected components and factors that helps in recognizing and addressing a practical problem. It is an analytical tool for examining a problem's deductive solution. The conceptual framework for this study's direction is shown in Figure 2.1.

Independent variables

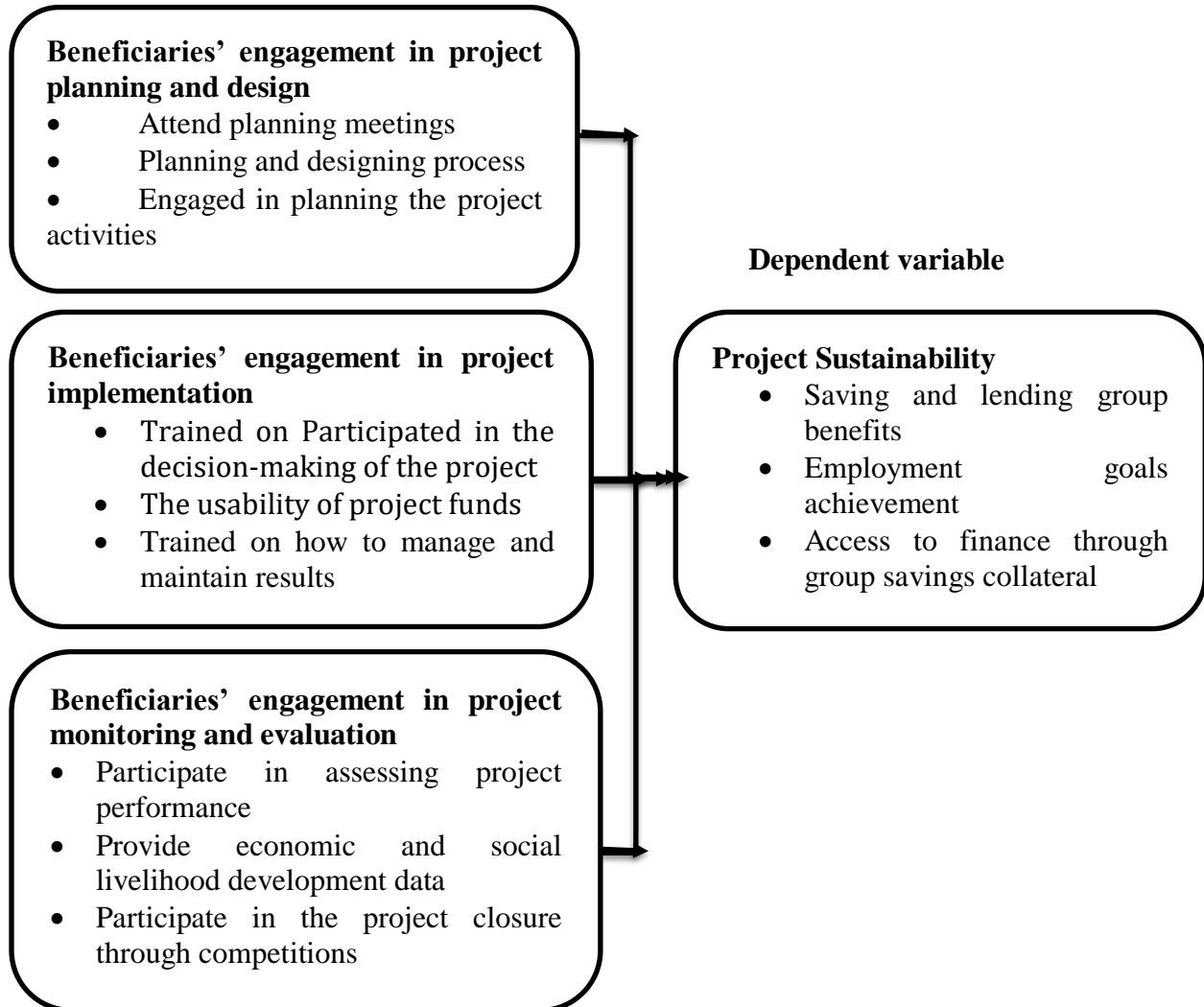


Figure 1: Conceptual Framework

3.0 Research Design and Methodology

This study used a descriptive research design. The target group is 160 participants from 4 IPs: SOS, Vision Jeunesse Nouvelle, Caritas Byumba, and Maarifa Africa. The IPs represent local NGOs and organizations involved in the youth employability sector. Using the granular formula, which is $n = N/1+N(e^2)$ where N means population and e^2 means the margin of error or confidence interval where the standard margin of error is equal to 5% for 95% confidentiality by Applying the above formula, the sample size becomes $n = 160/1+160(0.05)^2 = 114$ youth leaders. Two youth leaders lead and accompany a group of 25 youths. A simple random sample was used to choose four districts among the 25 districts in urban and rural areas to be covered by the study. The

researcher has created a list of 25 districts in Rwanda to pick 4 of them. The researcher created a questionnaire that was employed as a data-gathering tool. Data from interviews were processed through tables, analyzed, and interpreted quantitatively. The researcher employed SPSS for data interpretation.

4.0 Research Findings and Discussion

The findings were divided into two sections: the demographic identification of respondents and the data analysis. The demographic characteristics of respondents, including their district, implementation partner, gender and age range, are presented and analyzed. The involvement of respondents from different locations, NGOs and private sector companies, as well as both male and female youth leaders and different age groups, contributes to the study's accuracy, credibility and generalizability.

4.2 Presentation of Findings

The objectives of the study are analyzed, evaluated, and explained in connection to the research findings in this part. Percentages, the mean, the standard deviation, and multiple regression analysis are all used to examine research data. The presentation is based on the following research objectives: to determine beneficiary participation in monitoring and evaluating the sustainability of the Huguka Dukore Akazi Kanoze Project; to assess beneficiary participation in implementation of the Huguka Dukore Akazi Kanoze Project; and to determine beneficiary participation in planning and design of the project.

4.2.1 The beneficiaries' engagement in planning and design on the sustainability of Huguka Dukore Akazi Kanoze Project

This section reveals the role of beneficiaries' engagement in planning and design on the sustainability of Huguka Dukore Akazi Kanoze Project, responses were analyzed using Likert scale ranging from Strongly Disagreed to strongly Agreed through percentages, mean and standard deviations were also provided. Researcher was interested in asking such as question due to effective role played by beneficiaries' engagement in planning and design to maintain the sustainability of project.

Table 1: The beneficiaries' engagement in planning and design

Responses	SA	A	U	D	SD	Mean	SD
Beneficiaries participated in meetings for planning youth group activities	43.9	52.6	1.8	0.9	0.9	4.38	.66
Beneficiaries' ideas and contributions were incorporated into the design of meeting agendas	43.9	51.8	1.8	1.8	0.9	4.36	.69
Beneficiaries were involved in coming up with a plan to set and achieve their goals	44.7	50	2.6	1.8	0.9	4.35	.70
Beneficiaries mobilized resources towards the realization of the personal and group goals	43	50.9	0.9	2.6	2.6	4.29	.84
A monitoring and evaluation plan was developed with input from the project's beneficiaries to track its effectiveness and effects.	16.6	33.5	3.5	33.1	14.8	3.31	1.83

Table 1 shows the findings of the first study objective, which was to scrutinize the role of beneficiaries' engagement in the planning and designing of the sustainability of the Huguka Dukore Akazi Kanoze Project. Generally, this objective sought to determine the participation of the project participants during designing and planning. Following analysis, the findings showed that most respondents (43.9%) strongly agreed, and 52.6% agreed that including project beneficiaries contributes to its sustainability. However, 0.9% disagreed, 0.9% completely disagreed, and 1.8% of respondents were undecided about the statement. The respondent's level of agreement with the statement had a mean of 4.38 and a standard deviation of 0.66, which was statistically significant. The majority of respondents, 51.8%, strongly agreed, and 1.8% were undecided when the researcher asked the respondents if the beneficiaries' thoughts and contributions were considered while designing meeting agendas. Even though most respondents agreed, a small minority (1.8%) and 0.9% strongly disagreed. In addition, the results showed that respondents agreed on average (4.36%) with a standard deviation of 0.69.

When queried if beneficiaries were involved in creating a plan to establish and meet their goals, the respondents said yes. According to the results, 50% strongly agreed, 44.7% agreed, and 2.6% were unsure. Furthermore, 1.8% and 0.9% of the respondents, in contrast, strongly disagreed with the contention. The following observations were gathered on beneficiaries who coordinated resources to accomplish individual and group goals. 0.9% were unsure, while 50.9% of those who agreed also strongly agreed. With a mean of 4.29 and a standard deviation of 0.84, the assertion was confirmed despite 2.6% strongly disagreeing with it and 2.6% disagreeing with it. According to the study, 16.6% of the beneficiaries strongly agreed, 33.5% agreed, and 3.5% were unsure that the beneficiaries had been involved in creating a plan for monitoring and evaluating the effectiveness of the programs. In contrast, the statement was rejected by 33.1% of respondents, and 14.8% strongly rejected it. However, with a mean of 3.31 and a standard deviation of 1.83,

respondents agreed. The results were consistent with Foreign (2021), who stated that beneficiary engagement typically entails. supplying beneficiaries with information; Ensuring that beneficiary views, ideas, and preferences are incorporated into project design, delivery, monitoring, and evaluation; allowing beneficiaries to comment on the project; and Communicating the actions taken in response to beneficiary engagement back to beneficiaries so that they can contribute to the project's sustainability. Beneficiaries' engagement plays a significant role in project planning, allocating financial and human resources, and providing information to help the project team maintain the project's sustainability.

4.2.2 The beneficiaries' engagement in implementation on the sustainability of Huguka Dukore Akazi Kanoze Project

This section emphasizes on beneficiaries' engagement in implementation on the sustainability of Huguka Dukore Akazi Kanoze Project, the researcher asked this question to assess the extent to which beneficiaries' engagement contributes to the implementation of project as well as the sustainability of Huguka Dukore Akazi Kanoze Project. Recently in order sponsors and implementors ensure the sustainability of project, significance contributions beneficiaries' engagement in project should be considered.

Table 2: The beneficiaries' engagement in implementation

Responses	SA	A	D	SD	Mean	Std. Dev	
The beneficiaries participated in making decisions about the project	45.6	50	0.9	2.6	0.9	4.37	.72
The beneficiaries were involved in monitoring the use of funds from the project	52.6	41.2	3.5	1.8	0.9	4.43	.73
The beneficiaries received training on how to operate, manage and maintain their income-generating activities	18.9	21.4	10.4	32.6	16.7	3.29	1.12

Table 2 shows the role of beneficiaries' engagement in implementing the sustainability of the Huguka Dukore Akazi Kanoze Project. Concerning the beneficiaries who made decisions about the project, 45.6% strongly agreed, and 50% agreed; however, 0.9% were undecided. In contrast, 2.6% and 0.9% of respondents strongly disagreed with the statement. In addition, the initiative's beneficiaries were involved in overseeing how project funds were used, with support from 52.6% firmly in preference, 41.2% in preference, and 3.5% undecided. Still, just 1.8% of participants and 0.9% of them strongly disagreed with the assertion. Additionally, the respondents accepted a mean of 4.43 and a standard deviation of 0.73. The beneficiaries reportedly received instruction on running, maintaining, and managing their revenue sources to run, maintain, and manage their sources of revenue. 18.9% of respondents strongly agreed with the statement, and 21.4% of respondents agreed, according to the results. 10.4% of respondents were not sure, however. However, 32.6% and 16.7% of respondents indicated they strongly agreed and agreed. Githinji, Ogolla, and Kitheka (2020) investigated how beneficiary engagement affected project effectiveness in Kenya. Kenya Ferry Services case study. The study concluded that beneficiary

engagement contributes to good project resource utilization and profitable decisions. The implementation phase is a critical stage to make the project sustainable, giving beneficiaries sufficient doors to provide opinions and performing activities to help the project be sustained due to solid commitment and taking ownership of the project for the beneficiaries.

4.2.3 The beneficiary’s engagement in monitoring and evaluation on the sustainability of Huguka Dukore Akazi Kanoze Project

This subsection shows the information related to the beneficiary’s engagement in M&E on the sustainability of Huguka Dukore Akazi Kanoze project. It focuses on the beneficiary’s participation in assessment, benefits form project in economically and socially, lessons learned from project implementation. The findings were analyzed using percentage, mean and standard deviation.

Table 3: The beneficiary’s engagement in M&E

Responses	SA	A	U	D	SD	Mean	Std. d
The beneficiaries participate in assessing project performance	46.5	48.2	2.6	1.8	0.9	4.38	.71
Benefits from the project are sustaining beneficiaries economically and socially	44.7	50.9	1.8	0.9	1.8	3.08	.71
Lessons learned from assessing projects have been implemented	43	50	3.5	1.8	1.8	4.3	.78

Table 3 shows the beneficiaries who evaluated the initiative's success, with 46.5% strongly agreeing, 48.2% agreeing, and 2.6% unsure. However, 1.8% disagreed with the statement. The following replies were given by respondents when asked if project benefits support beneficiaries economically and socially: 44.7% strongly agreed, 50.9% agreed, and 1.8% were unsure. In addition, 43% strongly agreed, 50% agreed, and 3.5% were unclear when the researcher asked participants if the lessons learned from reviewing projects had been implemented.

The study supported Chrisostome Nshimiyimana's (2018) study, which found that beneficiary participation in project monitoring and assessment is crucial for a project's sustainability. M&E is a pivotal aspect to maintaining the sustainability of the project since the beneficiaries are the ones who get more outcomes from the developed project as well as positively change their living conditions. Monitoring and evaluation facilitate beneficiaries to prevent any things or aspects which may damage the project; hence effective beneficiaries' engagements reduce the chance of project failure and unsustainability highly.

4.2.4 Beneficiaries Engagement and Sustainability of Huguka Dukore Akazi Kanoze Project

The project sustainability is assessed basing on group information, personal and group goal setting, access to finance through groups saving collateral. Researcher asked respondents to indicate their perception about beneficiary’s engagement and project sustainability.

Table 4: Beneficiaries Engagement

Responses	SA	A	UD	D	SD	Mean	Std. Dev
Saving and lending group benefits	44.7	50	2.6	1.8	0.9	4.36	.70
Employment goals achievement	43.9	51.8	1.8	0.9	1.8	4.35	.73
Access to finance through groups saving collateral	46.5	48.2	1.8	2.6	0.9	4.37	.73

Table 4 illustrates the influence of beneficiaries’ Engagement and performance of Huguka Dukore Akazi Kanoze Project. The research revealed that the majority—50%—strongly concur that it is crucial to take project beneficiaries into account at every stage, including during its design, implementation, monitoring, and assessment. Most importantly, the study discovered that beneficiary involvement keeps a project sustainable by assisting beneficiaries in achieving their job goals. This finding was supported by strong mean and standard deviation values of 4.35 and 0.73, respectively, as well as significant agreement (43.9% strongly agreed) and agreement (51.8% agreed). 1.8%, on the other side, were unsure. While 1.8% strongly disagreed with the statement, 0.9% disagreed. The results show strong agreement among respondents, with 46.5% strongly agreeing and 48.2% agreeing that beneficiary involvement promotes project sustainability by facilitating access to financing through groups saving collateral. The mean score was highest, at 4.37, and the standard deviation was lowest, at 0.73. Nevertheless, 2.6% disagreed, 1.8% disagreed, and 0.9% strongly disagreed with the assertion.

4.3 Correlational Analysis between beneficiary’s engagement and Sustainability of Huguka Dukore Akazi Kanoze Project

To verify the relationship between independent variables and the dependent variable, researchers used correlational analysis. Beneficiaries in planning and design, implementation, monitoring, and assessment are examples of independent variables that were divided into three categories. The outcomes are displayed in the table below.

Table 5: Pearson Correlation Matrix

			Plannin g and design	Implementatio n	monitoring and evaluation	Project Sustainability
Planning design	and	Pearson Correlation	1			
		Sig. (2- tailed)				
		N	114			
Implementation		Pearson Correlation	.988**	1		
		Sig. (2- tailed)	.000			
		N	114	114		
Monitoring evaluation	and	Pearson Correlation	.997**	.986**	1	
		Sig. (2- tailed)	.000	.000		
		N	114	114	114	
Project Sustainability		Pearson Correlation	.998**	.984**	.997**	1
		Sig. (2- tailed)	.000	.000	.000	
		N	114	114	114	114

The findings revealed a strong positive association between beneficiaries' participation in planning and design and the project's sustainability, as evidenced by the positive correlation coefficient value. Table 5 shows how independent variables correlated with the dependent variable. The project sustainability variable and the beneficiaries' involvement in planning and design have a correlation coefficient of 0.998. The project's sustainability is preserved by including project beneficiaries in the planning and design stages. Additionally, the outcomes align with research by Nobeoka and Cusumano (2019), who discovered a favorable association between beneficiaries'

involvement in planning and design and the sustainability of water supply projects in Pakistan ($r=0.91$).

The researcher notes that beneficiaries' participation in project implementation is correlated with the sustainability of the Huguka Dukore Akazi Kanoze Project at 0.984 and that the results also demonstrate a strong relationship between beneficiaries' participation in project implementation and sustainability. The p-value is 0.000, less than the SPSS program's recommended value of 0.01, indicating that the result is statistically significant. The findings confirmed the findings of Freeman's (2014) study. Any project needs the beneficiaries' involvement to be effective because when people get involved, they know the requirements. The participants also accept responsibility for the project and help with its continuing upkeep.

Finally, the results demonstrate a substantial positive link between beneficiary involvement in monitoring and assessment and the project's sustainability, with a coefficient correlation of 0.997. Additionally, the p-value is 0.000, less than 0.01 according to the SPSS program, indicating that the outcome is statistically significant. Therefore, beneficiaries participating in project monitoring and assessment increases the initiative's sustainability. Additionally, this correlation coefficient's value of 0.968 is between +0.91 to +1.00. As a result, there is a robust correlation between beneficiary participation in monitoring and evaluation and the project's sustainability, Huguka Dukore Akazi Kanoze. According to the study cited by De Beer and Swanepoel (2017), project sustainability requires that beneficiaries engage stakeholders at all levels of the organization to make them feel invested in the project's success and control.

4.4 Regression analysis

The relationship between the independent variable (beneficiaries' engagement) and the dependent variable (the project's sustainability) is shown in this section. Regression linear analysis was used to determine the significance of beneficiaries' engagement and the project's sustainability. Project planning and design, implementation, monitoring, and assessment are the parts of an independent variable. The variances and coefficients of the variables were calculated for this study model summary and are displayed in the following tables.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988 ^a	.976	.996	.21251

Regression analysis showed a positive correlation ($R = .998$), as shown in Table 6, and the model's predictors planning and design, implementation, monitoring, and evaluation compute a 97.6% correlation with the dependent variable, which is the project's sustainability. The study also found that raising all independent variable components together increased project sustainability.

Table 7: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1384.04	3	471.034	10421.965	.000 ^b
Residual	34.03	110	.045		
Total	1418.07	114			

Table 7 demonstrates that the model predicts that 97.6% of the variations in the sustainability of the Huguka Dukore Akazi project (1384.04 out of 1418.07) can be accounted for by other variables, whereas 2.4 percent (34.04 out of 1418.07) can be explained by variables not included in the model. The model's F value is 10421.965, which is much greater than zero. A P-value of 0.000 is below the predetermined level which indicates statistical significance of independent variables to the dependent variable. The Huguka Dukore Akazi project can be sustained using this model, it is advised.

Table 8: Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.646	.121		5.332	.000
Planning and design	.712	.071	.731	10.029	.000
Implementation	-.152	.059	-.094	-2.581	.001
Monitoring and evaluation	.587	.113	.362	5.211	.000

Source: Primary Data (2023)

Dependent Variable: Project Sustainability

The recognized regression equation was:

<https://doi.org/10.53819/81018102t3076>

$$Y = 0.646 + 0.0731X_1 - 0.094X_2 + 0.3627X_3 + 0.21251$$

The responses of the regression coefficients are displayed in Table 4.12. The determination of standardized coefficients (Beta) allowed for the sustainability to be established. According to the T-statistics, the sustainability of the Huguka Dukore Akazi project is closely correlated with the higher beneficiaries. The results showed that planning and design ($=0.731$), implementation ($=-0.094$), monitoring and evaluation ($=0.362$), where the results indicated that beneficiaries' engagement is accomplished through these processes.

A unit change in beneficiaries' involvement in planning and design would lead to the sustainability of the project at multiple of 0.731, the study's biggest predatory factor, while any factor change in implementation would contribute to the sustainability of the Huguka Dukore Akazi project at -0.094 times, a section change in monitoring and evaluation leads to the sustainability of the project at 0.362 times. The research's p-values were all less than 0.05, which suggests that independent variables have a big impact on how long dependent variables last. The research's conclusions were in line with those made by Chaska (2016), who discovered that project beneficiaries' involvement in planning and execution is crucial for ensuring the sustainability of socioeconomic programs in Baringo North Sub-County.

4.5 Results of Hypotheses Testing

The summary of the linear regression model is shown in this section. As a result, the table shows (R^2), the critical effects to confirm or reject hypotheses based on the findings of the hypotheses test.

Table 9: Results of Hypotheses Testing

Hypothesis developed	Beta (β)	P-values	Decision on Ho	R^2
Planning and design	.731	.000	Rejected	
Implementation	-.094	.001	Rejected	
Monitoring and evaluation	.362	.000	Rejected	
				.976

Source: Primary Data (2023)

The first hypothesis revealed that there is no significance influence of beneficiaries' engagement in planning and design on the sustainability of Huguka Dukore Akazi Kanoze Project, the second hypothesis relates that effect of beneficiaries' engagement in implementation on the sustainability of Huguka Dukore Akazi Kanoze Project and third hypothesis indicates that there is no significance statistical effect of beneficiaries' engagement in monitoring and evaluation on the sustainability of Huguka Dukore Akazi Kanoze Project. Because the p-value was less than 0.005, all hypotheses were rejected because they would have had a severe negative impact on the project's viability. The results are consistent with a study by Franco, Mutua, and Karuti (2015), which found that risk management and community participation in project life cycle activities like planning and design, implementation, monitoring, and evaluation increase the sustainability of rural community initiatives.

5.0 Conclusions

The study concluded that beneficiaries engaged in planning phases through various practices such as attending planning meetings, participating in the project planning and designing process, and attending project activities to be performed. Engagement of the beneficiaries in project planning had a significant influence on sustainability; sustainability of community projects improved when there was greater community participation in project planning. The study also concluded that beneficiaries' engagement in implementation influences the sustainability of the Huguka Dukore Akazi Kanoze Project; the findings of this research show that the beneficiary's engagement plays a role in decision-making, the use of funds training received by beneficiaries promotes skills related to the project operations, manage and maintain the income generated by the project. Offering training and assistance to enhance capacity building for organization and technical responsibilities during project implementation contribute to the community's empowerment and improves chances for project sustainability once the technical and managerial assistance is obtained.

The study confirmed that the beneficiary's engagement in monitoring and evaluation influences the sustainability of the Huguka Dukore Akazi Kanoze project, where beneficiaries participate in how the project is performed concerning the planned level of development project provides economic and social benefits to the beneficiaries. Beneficiary engagement monitors how resources are allocated to the project, enhancing transparency and accountability among all stakeholders. The overall conclusion showed that beneficiaries' engagement influences the sustainability of the Huguka Dukore Akazi Kanoze project at a strongly positive correlation of 97.6%. ($R^2=0.976$). The results affirmed that the independent variable (beneficiaries' engagement) significantly affects the dependent variable (project sustainability). Moreover, the correlation was statistically significant, regardless of the consideration variables beneficiary's engagement in planning and design, implementation, monitoring, and evaluation.

5.3 Recommendations

The study has demonstrated that beneficiary engagement significantly affects the project's sustainability. However, most respondents disagree that the beneficiaries were involved in developing a plan for measuring the performance and impact of the projects (monitoring and evaluation plan). This research recommended that project managers allow beneficiaries to participate in monitoring and evaluating how allocated resources are utilized and how project execution is intended to achieve project goals leading to the creation of sustainability. The results showed a low percentage of beneficiaries who received training on operating, managing, and maintaining income-generating activities. Hence, research suggested that Huguka Dukore Akazi Kanoze Project management trains its beneficiaries in managing and maintaining the income obtained from project outcomes. Beneficiaries of the project should be included in the phases of the project cycle before monitoring and evaluation, or their participation in those phases will be less meaningful.

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