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Organization Stakeholders' Participation and Performance of Social Security Investment Fund Project: A Case of Rwanda Social Security Board, Kigali, Rwanda

Jean Claude Ndikumana & Njenga Gitahi, PhD

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Organization Stakeholders' Participation and Performance of Social Security Investment Fund Project: A Case of Rwanda Social Security Board, Kigali, Rwanda

^{*1}Jean Claude Ndikumana

School of Business and Economics, Mount Kenya University, Rwanda

²Njenga Gitahi, PhD

School of Business and Economics, Mount Kenya University, Rwanda

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Abstract

This research focuses on stakeholder participation and its impact on the performance of Social Security Investment Fund (SSIF) projects at Rwanda Social Security Board (RSSB). Stakeholder theory, introduced by Edward Freeman, guides the study, emphasizing the importance of considering diverse stakeholder interests in decision-making. The specific objectives include assessing how organizational stakeholders influence project performance, exploring the role of effective communication in project collaboration, and examining the impact of stakeholder participation on project service satisfaction at RSSB. The study will play role of relevant information and library increase at Mount Kigali. The study employs both descriptive and correlational statistics, using a mixed-methods approach with a target population of 810 stakeholders. Data analysis involves SPSS software, and questionnaires, distributed to 80 respondents, support empirical findings. The research is significant for Rwanda's economic development and contributes insights into global good governance practices. The findings highlights positive stakeholder engagement, with a mean rating of 4.42 and a moderate standard deviation of 0.807, signifying active involvement and reasonable level of agreement among respondents. Stakeholders are notably engaged in resource allocation and risk management, receiving a high mean score of 4.62 with low standard deviations, indicating consensus and well-received participation. Additionally, stakeholder involvement positively impacts company members' satisfaction and acceptance, with a mean score of 4.12, emphasizing their vital role in enhancing overall project performance. However, challenges in conflict resolution need significant improvement to maintain this positive trajectory. In the second part, the results reveal favorable financial trends, such as Bralirwa's increased market capitalization to Rwf 4.323 billion and Bank of Kigali's fair value gain on equity investment. RSSB should provide training and awareness programs can help stakeholders understand their roles and contributions better, and the establishment of clear roles and responsibilities ensures accountability and regular performance evaluations.

Keywords: *Organization, Stakeholders' participation, social security investment, fundproject, Rwand.*

1.0 Introduction

The success of any organization's project depends on stakeholder participation, with varying levels of impact. Stakeholders can be involved in different project stages, from planning to implementation. Some view stakeholder participation as both a means and an end, fostering collaboration among project participants to develop projects. This growing emphasis on stakeholder involvement is driven by the increasing interconnectedness of the world (Fassin, 2018; Du Toit, 2020).

In Europe, the role of stakeholders in organizations has gained significant attention in recent years, as businesses and institutions recognize the importance of involving various parties in their decision-making and planning processes (Andrsen, 2020). Stakeholder participation is a multifaceted concept that encompasses the engagement of internal and external stakeholders, including employees, customers, suppliers, regulators, and community representatives, among others. This research aims to provide a comprehensive exploration of the dynamics, challenges, and benefits associated with organization stakeholders' participation (Kelly, 2019).

In USA, Understanding the dynamics of stakeholder participation is crucial in a rapidly changing business environment. Organizations are increasingly being held accountable for their social and environmental impact, and stakeholders play a pivotal role in shaping an organization's policies and practices (Olander, 2019). Social Security Investment Funds (SSIFs) are essential mechanisms worldwide, designed to provide financial security for citizens during their retirement. These funds are typically managed and invested by various stakeholders, including government agencies, financial institutions, and private sector organizations. SSIFs play a crucial role in safeguarding the economic welfare of individuals and maintaining social stability.

In Uganda for instance, it has been noted that information gathering sessions by in local communities aimed at local development education has been irregular. This makes the whole exercise of involving local communities less effective in addressing the needs of those communities (Mubatsi *et al.*, 2019). There needs therefore, to be an organized manner in which local participation is conducted to guarantee its credibility and applicability to the project being conducted.

In Rwanda, like in any other developing countries, the issue of stakeholder exclusion in developmental project planning, implementation and monitoring is still crucial due to high rate of illiteracy, little competency and capabilities in running projects (UNDP, 2018). The report of OAG (2017) indicated that most of the projects owned by government fail because of lack of ownership of stakeholders, only because they were not involved in project activities, example being in energy and housing projects (OAG, 2020).

In Rwanda today, the Social Security Investment Fund in Rwanda and its significance in ensuring the financial security of the country's workforce after retirement. Highlight the role of the Rwanda Social Security Board (RSSB) in managing this fund (RSSB report, 2018).

1.1 Statement of Research Problem

In the RSSB's 2020-2021 report, significant achievements were noted, including a 79.6% coverage in Community-Based Health Insurance (CBHI) and a 50% active saver rate in the EjoHeza scheme. They had 15,000 active employers, with 124 new additions. Strategies to enhance contribution collection and compliance resulted in a 47.7% success rate. Shareholder participation reached 70%, and third-party recoveries for traffic-related accidents were at 100%. However, the annual medical expenditure fell short at 15%. They improved government arrangements for investment decision-making and achieved investment returns of 18 billion in

Q1 and 17 billion in Q2. Property occupancy in Kigali was at 82%, and construction progress varied across projects. IT infrastructure modernization reached 85%, while customer complaints and requests made up 54.7% of interactions.

Despite the implementation of various strategies to improve the performance of RSSB through multiple avenues, the same projects continue to face challenges and fail within the organization and also the success of the SSIF project managed by RSSB in Kigali relies on stakeholder participation, but this relationship hasn't been thoroughly studied. This research aims to explore how stakeholders impact the SSIF project's performance especially in RSSB Rwanda, identifying key factors, challenges, and opportunities for improving financial security for Rwanda's workforce. That's why the research intended to establish relationship between organization stakeholder's participation and performance of social security investment fund project.

1.3 Objectives of the Study

The study aimed to establish relationship of stakeholder's participation and performance of social security investment fund project in Rwanda.

2.0 Literature Review

2.1 Theoretical Review

2.1.1 Effect of Stakeholders' Shared Decision Making on Investment Project Success

A participatory methodology is the key to ensuring people become actively involved at all levels of decision-making. Participation must be seen as an end in itself because of its crucial contributions to empowerment of local communities and not merely a means for completing projects more efficiently (Tomaselli *et al.*, 2018). This is an indication that participatory decision making by all stakeholders has a potential to cause project sustainability given that every stakeholder works hard to support the suggested action plans. The reality on contrary shows that project success is mainly measured based on decisions of project staff/implementers, leaving decisions of other important stakeholders including beneficiaries. However, one is not sure whether such participation in decision making processes has been realized in the RSSB and how it has affected investment project success, hence the study is sought to establish the current efforts to involve relevant stakeholders in shared decision making and extent which has affected project success (DWARF, 2016).

The development of the last twenty years has represented an important step in developing new mechanisms and processes that can underpin the successful inclusion of new voices in inter-governmental decision-making processes. Indeed, creates an opportunity for social security funds to interact with member states during intergovernmental meetings use initiative aims are to promote better decision making, integrate diverse viewpoints, develop trust and partnership, and mobilize commitment to implementation of decisions. So, to say both social security funds and stakeholders share efforts in decision making process (Pianta, 2017). Moreover, participation means sharing a common understanding and involvement in the decision-making process of the project. It leads to empowerment and to joint ownership of the project (Pianta, 2017). According to Vincent (2021), conventional participatory methods such Participatory Rural Appraisals (PRAs) tend to deny the trusteeship of the state, or other large scale external agents; through their focus on local-level activities, the people themselves are to articulate and pursue their own development strategies.

2.1.2 Stakeholders' Effective Communication and Investment Project Success

According Gray (2019) has collaborative processes rely on the participation of broadly representative voices that many stakeholders group can identify their lead representatives who gain positions through inheritance, election, appointments, or job descriptions. He points out that stakeholders identify collaborative processes for effective project success.

2.1.3 Organization Stakeholder's Participation and Project Service Satisfaction

The influence of organizational stakeholders' participation on project service satisfaction is a critical aspect that underscores the impact of involving diverse stakeholders in decision-making processes. When stakeholders, including government agencies, pensioners, labor unions, and experts, actively participate in project-related decisions, their engagement contributes to a more comprehensive understanding of project goals and requirements. This inclusivity fosters a sense of ownership and accountability among stakeholders, leading to enhanced collaboration, informed decision-making, and ultimately higher levels of project service satisfaction. Stakeholder participation ensures that a broader range of perspectives is considered, aligning project outcomes more closely with the varied needs and expectations of those involved, thereby contributing positively to overall project service satisfaction (Tomaselli *et al.*, 2018).

2.2 Empirical Literature

2.2.1 Organization Stakeholder's Decision Making and Project Performance Quality

Worldwide, the management and performance of Social Security Investment Fund (SSIF) projects have garnered significant attention in recent years, as these funds play a crucial role in providing financial security for citizens. This empirical literature review explores the influence of stakeholders' decision-making on the performance of SSIF projects (Acharya *et al.*, 2015). Effective decision-making by stakeholders, including government entities, pensioners, and fund managers, can significantly impact the financial stability and returns of these projects, making this an area of paramount importance for both economic and social development (Acharya *et al.*, 2015).

In Europe, Stakeholder decision-making in SSIF projects encompasses a multitude of factors. Government decisions regarding fund regulations, contributions, and policies directly affect the fund's performance. Pensioners' choices regarding fund selection, contribution rates, and withdrawal timing also contribute to the fund's growth or stagnation. Additionally, fund managers' investment choices, asset allocation, and risk management strategies shape the fund's financial performance. Understanding the interconnectedness of these stakeholders' decisions is crucial to comprehending the dynamics of SSIF project performance (Anderson, 2020).

In Poland, Empirical studies generally show that greater stakeholder involvement in project decision-making tends to lead to better project outcomes. When key stakeholders are actively engaged in the planning, execution, and monitoring of projects, they can provide valuable insights and feedback that can enhance project quality (Hickey & Mohan, 2018). In England, the potential benefits, challenges exist in ensuring that stakeholder decisions align with SSIF project success. Political influences, changing economic conditions and the need to balance long-term sustainability with short-term benefits can complicate decision-making processes. Therefore, SSIF projects must develop mechanisms for educating pensioners, creating effective regulatory frameworks, and fostering transparency to mitigate these challenges. Understanding the implications of stakeholder decisions is crucial for policymakers, fund managers, and pensioners alike, as their actions directly affect the financial security of current and future generations of retirees (Mohan, 2018).

In most region of Africa, the influence of stakeholder decision-making on the performance of Social Security Investment Fund projects is a multifaceted and dynamic area of study. Empirical <https://doi.org/10.53819/81018102t4249>

literature has provided valuable insights into how government policies, pensioners' choices, and fund managers' strategies impact the financial stability and returns of SSIF projects as these projects play a vital role in securing the financial future of retirees, understanding and optimizing stakeholder decision-making is essential for long-term sustainability and economic well-being. Policy makers and stakeholders should collaborate to create a robust decision-making framework that balances the interests of all parties involved and ensures the continued success of SSIF projects (Temba, 2017).

2.2.3 Organization Stakeholder's Effective and Project Success

Worldwide, effective communication among stakeholders is a critical component of managing Social Security Investment Fund (SSIF) projects. The success of SSIF projects depends on clear and efficient communication between government entities, pensioners, fund managers, and other key actors involved. This empirical literature review explores the influence of stakeholder communication on the performance of SSIF projects, emphasizing the importance of transparent and timely information exchange for the financial stability and long-term viability of these funds (Becker et al., 2018).

In Europe, Stakeholder communication in SSIF projects encompasses a range of channels and practices. Government entities must communicate policies, regulations, and updates to fund managers and pensioners. Fund managers, in turn, must convey their investment strategies, portfolio performance, and risk management practices to both government entities and pensioners. Pensioners also need to communicate their preferences, concerns, and expectations to the relevant parties. The quality, timeliness, and transparency of communication across these channels significantly impact the fund's overall performance (Huang, Yang, 2016).

In England, Empirical studies have examined the relationships between stakeholder communication and SSIF project performance. These studies employ methods such as surveys, content analysis, and interviews to assess the impact of various communication practices on the fund's returns, stability, and long-term sustainability. Research findings demonstrate that transparent communication of government policies and regulatory changes can lead to more informed decisions by fund managers and pensioners, ultimately contributing to the fund's stability and growth. Effective communication between fund managers and pensioners has been shown to reduce uncertainty and enhance pensioners' confidence in the fund, leading to higher contributions and better financial outcomes (Singh, 2015).

In Poland, communication challenges in SSIF (Social Security Investment Fund) projects involve information gaps, slow updates, and language barriers among stakeholders. To overcome these issues, it is crucial for governments, fund managers, and pensioners to invest in effective communication strategies that build trust, transparency, and informed decision-making. Successfully managing SSIF projects depends on addressing these challenges and implementing communication best practices (Mubatsi, 2019).

In Africa nations, stakeholder communication is a crucial factor influencing the performance of Social Security Investment Fund projects. Effective communication practices that enhance transparency and understanding between government entities, fund managers, and pensioners have a direct impact on the fund's financial stability and long-term viability by doing so; SSIF projects can achieve higher returns and provide more reliable financial security for pensioners, contributing to the economic well-being of current and future retirees (Anders *et al.*, 2018).

In USA, research indicates that active involvement of organizational stakeholders in the planning, development, and execution of a project often leads to higher levels of satisfaction with the final service or product. When stakeholders have a say in the decision-making process, their needs and expectations are more likely to be met (Kwizera, 2017).

In Rwanda, our research serves to address the gaps in the existing project stakeholder management literature and also identifies significant areas for additional exploration in this domain. Potential directions for future research encompass the examination of the influence of managerial cognition in successfully handling the inherent uncertainties within stakeholder contexts, conducting thorough empirical investigations into project stakeholder dynamics, and enhancing our comprehension of how diverse project types perceive, respond to, and handle the institutional intricacies within their stakeholder environments (Ochako & Gichuhi, 2016)

3.0 Methodology

This research focused on stakeholder participation and its impact on the performance of Social Security Investment Fund (SSIF) projects at Rwanda Social Security Board (RSSB). The study employed both descriptive and correlational statistics, using a mixed-methods approach with a target population of 810 stakeholders. Data analysis involves SPSS software, and questionnaires, distributed to 80 respondents, support empirical findings. The research is significant for Rwanda's economic development and contributes insights into global good governance practices.

4.0 Findings and Discussions

Influence of organizational stakeholder’s decision making on project performance quality in RSSB

This objective indicated that in the social security investment fund project in Rwanda, it was crucial to navigate the influence of stakeholders effectively. Collaborative and transparent decision-making, along with a focus on aligning interests and managing risks, could contribute to the project's overall success. It was noted that stakeholder engagement was an ongoing process throughout the project's lifecycle.

Table 1 : Stakeholder’s Decision Making and Project Performance Quality

Descriptive Statistics	Mean	Std. Deviation
Stakeholders involve supporting and alignment of company actions	4.4250	.807
Stakeholders involve in setting clear objectives of the company	4.53	.654
Stakeholders decision making strengthened the communication engagement in the company	4.162	1.01
Stakeholders decision making help to achieve the sustained	4.500	.826

Source: Primary data, 2023

Legend: 5. strongly Agree 4.21-5.00-very high, 4. Agree 3.41-4.20 high, 3. Not Sure 2.61-3.40 Moderate, 2. Disagree 1.81-2.60 low 1. Strongly Disagree 1.00-1.80 very low; SD≤1: Homogeneity SD, SD>1: Heterogeneity SD

Table 1 provides descriptive statistics on stakeholder decision-making's influence on the Social Security Investment Fund project in Rwanda. For supporting and aligning company actions, respondents rated a minimum of 3.00 and a maximum of 5.00, with a mean of 4.42 and a standard deviation of 0.807. Stakeholders show high involvement in setting clear objectives (mean: 4.53, standard deviation: 0.654) and positively impact communication engagement (mean: 4.16). Comparisons with studies highlight challenges like political influences and the need for transparency. Stakeholder decision-making fosters sustained commitment (mean: 4.50, standard deviation: 0.82677), with varied opinions noted in communication engagement. In Europe, stakeholder decisions significantly affect SSIF project dynamics, emphasizing communication's pivotal role in project success.

The influence of organizational stakeholder’s communication effective project collaboration at RSSB

The Investigating the influence of stakeholder communication performance is essential for promoting transparency, alignment of interests, and ultimately, the success of the social security investment fund project in Rwanda. Effective communication can lead to better decision-making and increased stakeholder engagement. The influence of organizational stakeholder’s participation on project service satisfaction in RSSB.

Table 2: The influence of Stakeholder’s communication on performance of social security investment fund project in Rwanda

Descriptive Statistics	Mean	Std. Deviation
RSSB has a clear and transparent communication system	4.42	.775
In RSSB there is customized communication among the members	4.13	1.064
There is accessibility of information in the company	4.22	.913
RSSB Meet stakeholders information needs	3.92	1.003

Source: primary data, 2023

Legend: 5. Strongly Agree 4.21-5.00-very high, 4. Agree 3.41-4.20 high, 3. Not Sure 2.61-

3.40Moderate, 2. Disagree 1.81-2.60 low 1. Strongly Disagree 1.00-1.80 very low; $SD \leq 1$: Homogeneity SD, $SD > 1$: Heterogeneity SD

Table 2 presents descriptive statistics from a survey regarding communication and information accessibility within the Rwanda Social Security Board (RSSB). Respondents exhibit a positive perception of RSSB's communication system, reflected in a high mean score of 4.42, indicating clarity and transparency. The low standard deviation of 0.775 suggests strong consensus among respondents, reinforcing the positive perception of RSSB's communication. Becker et al. (2018) emphasize effective stakeholder communication as vital for managing Social Security Investment Fund (SSIF) projects globally, aligning with RSSB's positive perception. Stakeholder communication in SSIF projects, as observed by Huang and Yang (2016), encompasses various channels, emphasizing the need for transparent information exchange among government entities, fund managers, and pensioners. Empirical studies in England echo these findings, highlighting the correlation between transparent communication and SSIF project performance. Despite the positive perception, Singh (2017) suggests aligning RSSB's communication closer to best practices to reduce variability in stakeholders' opinions.

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Influence of organization stakeholders participation of social security investment fund project

Objective three aimed to assess and understand how the involvement and engagement of various stakeholders impacted a social security investment fund project. This objective focused on analyzing the influence of stakeholders' participation on the project's outcomes, with the goal of comprehending the role and significance of stakeholders in shaping its success.

Table 3: Influence of organisation stakeholders’ participation of social security investment fund project

Descriptive Statistics	Mean	Std. Deviation
Stakeholders participate in resource allocation	4.62	.700
Stakeholders participate in risk management	4.62	.735
Stakeholders participate in conflict resolution	4.06	.998
Stakeholders involvement lead to company members	4.12	.972

Source: Primary data, 2023

Legend: 5. Strongly Agree 4.21-5.00-very high, 4. Agree 3.41-4.20 high, 3. Not Sure 2.61-3.40 Moderate, 2. Disagree 1.81-2.60 low 1. Strongly Disagree 1.00-1.80 very low; SD≤1: Homogeneity SD, SD>1: Heterogeneity SD

Table 3 underscores the active and robust participation of stakeholders in resource allocation and risk management, with both aspects receiving a high mean score of 4.62. This suggests that stakeholders are significantly contributing to the project's decision-making and risk-mitigation processes. The low standard deviations for these areas (.700 and .735) indicate a consensus among respondents, indicating consistent and well-received stakeholder involvement.

On a different note, stakeholder engagement in conflict resolution is somewhat lower, with a mean score of 4.06. Nevertheless, this still indicates a noteworthy commitment to addressing conflicts within the project, albeit with varying perceptions of their effectiveness, as seen in the higher standard deviation of .998. Furthermore, the table highlights the positive impact of stakeholder participation on company members' satisfaction and acceptance, with a mean score of 4.12. Although there is some variability in their influence (standard deviation of .972), it suggests that, overall, stakeholder involvement holds promise for the project's performance.

Level of performance of social security investment fund project of Rwanda Social Security Board

The objective aimed to ensure that the social security investment fund project, managed by the RSSB, effectively and efficiently achieved its intended financial and social security goals.

Table 4 : Level of Performance of social security investment fund project of Rwanda Social Security Board

Descriptive statistics	Mean	Std. Deviation
Project performance should be measured through its project quality service	4.90	.34126
The achievement project should increase its profitability.	4.98	.111
The improvement in pension benefits payment is one way to rise better performance of project	4.75	.562
There is payment on time maternity reimbursement in RSSB	4.90	.301
There is good collaboration with medical partners	4.48	.779
There is Payment on time long term savings beneficiaries which will maintain the good image of project performance	4.77	.420
In RSSB there is Satisfaction of Community Based Health	4.68	.466

Source: Primary data, 2023

Legend: 5. Strongly Agree 4.21-5.00-very high, 4. Agree 3.41-4.20 high, 3. Not Sure 2.61-3.40 Moderate, 2. Disagree 1.81-2.60 low 1. Strongly Disagree 1.00-1.80 very low; $SD \leq 1$: Homogeneity SD, $SD > 1$: Heterogeneity SD

The table 4 provided insights into stakeholders' perceptions of communication and information accessibility within RSSB. The data indicated a positive view of RSSB's communication system, with a mean score of 4.42, suggesting clarity and transparency. Additionally, the low standard deviation of 0.775 suggested minimal variability, reinforcing consensus. Various companies, like Bank of Kigali and Bralirwa, influenced RSSB's performance, showing increased market capitalization and dividends. Other investments, such as in Safaricom and Merrimack Pharmaceuticals, resulted in fair valuation gains. However, challenges were noted in certain investments, like with Horizon Sopyrw and Ultimate Concepts Limited, reflecting fair valuation losses. Overall, RSSB's equity investments increased from FRW 457 billion in 2021 to FRW 544 billion in 2022, with a total capital investment of FRW 76.6 billion during the year 2021-2022.

Relationship stakeholder’s participation and performance of social security investment fund project in Rwanda

The researcher examined the correlation between stakeholder participation and the performance of the RSSB's social security investment fund project. Active engagement of stakeholders was believed to enhance project design, resource allocation, and risk management, thereby contributing to achieving financial and social security objectives efficiently. Variables were configured in SPSS for correlation analysis to investigate this aspect of efficient claims management.

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Table 4. : Relationship organization stakeholders’ participation and performance of social security investment fund project at RSSB

	Correlations	Perfomance of RSSB
Stakeholders Participation	Pearson Correlation	.442**
	Sig. (2-tailed)	.000
	N	80
Stakeholder’s decision making	Pearson Correlation	.732**
	Sig. (2-tailed)	.000
	N	80
Stakeholder’s communication	Pearson Correlation	.731**
	Sig. (2-tailed)	.000
	N	80

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

Source: Primary data,2023

The table (Table 4) investigates the relationship between stakeholder participation, decision-making, communication, and the performance of the Social Security Investment Fund project (RSSB) in Rwanda. Based on a sample of 80 observations, utilizing Pearson correlation coefficients, the analysis reveals statistically significant positive correlations among these stakeholder-related factors and project performance. Specifically, stakeholder participation shows a moderate positive correlation ($r = 0.442$), while both stakeholder decision-making ($r = 0.732$) and communication ($r = 0.731$) exhibit strong positive correlations. These findings suggest that higher levels of stakeholder involvement, influential decision-making, and effective communication are linked to enhanced project performance within the context of the RSSB project in Rwanda.

Comparatively, a study by Acharya et al. (2015) conducted in Tchad and reviewing empirical studies in Canada found a consistent positive correlation between stakeholder participation and SSIF project performance. These studies indicate that active engagement of stakeholders, including contributors, beneficiaries, and regulators, in decision-making processes tends to improve project outcomes. Open dialogue and collaboration with stakeholders lead to more efficient resource allocation, improved risk management, and increased accountability, ultimately enhancing the overall performance of SSIF projects. These insights underscore the significance of stakeholder engagement and effective management strategies in the success of social security investment fund projects, both domestically in Rwanda and internationally.

5.0 Conclusion

The study concluded based on specific objectives: to determine the influence of organizational stakeholders' decision-making on project performance quality at RSSB, to investigate the influence of organizational stakeholders' communication on effective project collaboration at RSSB, and to examine the influence of organizational stakeholders' participation on project service satisfaction at RSSB. Results showed that respondents rated stakeholder involvement in supporting and aligning company actions with a minimum rating of 3.00 and a maximum rating of 5.00, with a mean rating of 4.42, indicating active stakeholder involvement on average. The standard deviation of 0.807 suggested moderate variability in ratings.

Regarding RSSB's communication system, respondents generally held a positive view, with a high mean score of 4.42, indicating clarity and transparency. The low standard deviation of 0.775 suggested minimal variability in opinions, reinforcing consensus on the effectiveness of RSSB's communication. Despite some variability in stakeholder influence (standard deviation of 0.972), overall, stakeholder involvement showed promise for project performance.

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6.0 Recommendations

The research findings provided valuable recommendations to enhance the performance of the Social Security Investment Fund project in Rwanda. For RSSB, fostering open and transparent communication, providing training and awareness programs for stakeholders, establishing clear roles and responsibilities, conducting regular performance evaluations, and offering incentives for participation were recommended. Diversity, inclusion, collaboration with other organizations, and clear, concise reporting of financial performance were emphasized. Benchmarking best practices in stakeholder engagement was suggested to improve overall project performance.

Stakeholders were encouraged to actively participate in the project's communication process, attend updates, provide feedback, and engage in effective two-way communication. Taking advantage of training sessions and workshops offered by RSSB to better understand the project's objectives and their roles within it was advised. Stakeholders were also advised to be clear about their designated roles and responsibilities, demonstrating accountability for their contributions to ensure successful engagement.

About the Authors

Jean Claude Ndikumana holds a Degree in Master of Business Administration (Project Management Option) of Mount Kenya University Rwanda.

Gitahi Njenga (PhD) is a PhD holder; currently, he is serving as a Director of Institute of Postgraduate Studies & Research at Mount Kigali University, Rwanda

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