



STAKEHOLDER ENGAGEMENT IN PROJECT MONITORING AND EVALUATION ON EYE HEALTHCARE PROJECTS PERFORMANCE IN RWANDA. A CASE OF ONESIGHT ESSILORLUXOTICA FOUNDATION

Ndayishimiye Jean Michel & Dr. Eugenia Nkechi Irechukwu, PhD

STAKEHOLDER ENGAGEMENT IN PROJECT MONITORING AND EVALUATION ON EYE HEALTHCARE PROJECTS PERFORMANCE IN RWANDA. A CASE OF ONESIGHT ESSILORLUXOTICA FOUNDATION

¹Ndayishimiye, J. M., & ²Irechukwu, E. N.

¹ Postgraduate Student (Project Management) Mount Kenya University, Kigali, Rwanda
Senior Lecturer - Mount Kenya University, Kigali, Rwanda

Accepted: October 30, 2023

DOI: <http://dx.doi.org/10.61426/sjbcm.v10i4.2812>

ABSTRACT

This study examines the dynamics of stakeholder engagement in the context of eye healthcare projects in Rwanda, focusing on the initiatives led by the OneSight EssilorLuxottica Foundation. Recognizing the critical role of stakeholders in the success of healthcare interventions, the research investigates how various stakeholders, including government health agencies, NGOs, local communities, and healthcare professionals, are engaged throughout the project lifecycle. The study employs a comprehensive approach, combining qualitative and quantitative methods to identify stakeholder interests, expectations, and contributions. It explores the impact of effective communication, inclusive decision-making, and capacity-building initiatives on project outcomes. Furthermore, the research delves into the role of adaptive management in responding to stakeholder feedback and ensuring project resilience. The research utilized both descriptive and correlational research designs for data collection, involving participants in the study. All respondents were 295 including 15 ONESIGHT staff, 200 Single person Project beneficiaries, 10 MoH Staff, 12 Eye Health hospitals Staffs and 8 Health centres. The study used both primary and secondary data collection methods. Primary data was collected using a closed ended five-point Likert scale questionnaire while secondary data were collected from published reports. The researcher employed a purposive sampling technique to choose respondents ONESIGHT staff and MoH Staff. The researcher used stratified sampling technique for selecting Single person Project beneficiaries relying on their eye healthcare status, eye impairments and visions. Eye Health hospitals and clinics and Health centres were selected purposively due to the types of eye healthcare projects implemented by ONESIGHT foundation. The data analysis process utilized SPSS 22.0 software. The information gathered from each questionnaire item and interview response were categorized and coded. Subsequently, the data were presented and discussed. The study employed a regression model to investigate the relationship between stakeholder engagement in project monitoring and evaluation and the performance of eye healthcare projects. The analysis revealed a statistically significant positive association between stakeholder engagement and project performance ($\beta = 0.755, p < 0.001$). The unstandardized coefficient (B) for stakeholder engagement was 0.663, with a standard error of 0.053. The constant term was also statistically significant ($B = 1.557, p < 0.001$), indicating a baseline level of eye healthcare project performance when stakeholder engagement is absent. The standardized coefficient (Beta) emphasized the strength and direction of the relationship, highlighting the

substantial impact of stakeholder engagement on enhancing the overall performance of eye healthcare initiatives. These findings underscore the importance of actively involving stakeholders in project monitoring and evaluation processes to achieve positive outcomes in the context of eye healthcare projects.

In conclusion, the study demonstrates a significant and positive correlation between stakeholder engagement in project monitoring and evaluation and the performance of eye healthcare projects. The findings underscore the critical role of inclusive stakeholder participation as a key determinant in enhancing the success and effectiveness of eye healthcare initiatives, providing valuable insights for project managers and policymakers to optimize future interventions. Based on the robust findings highlighting the significant positive correlation between stakeholder engagement in project monitoring and evaluation and the performance of eye healthcare projects, it is recommended that the OneSight EssilorLuxottica Foundation and similar organizations prioritize and invest in comprehensive stakeholder engagement strategies to optimize the impact and sustainability of their initiatives. To enhance the effectiveness of eye healthcare projects in Rwanda, stakeholders should actively collaborate in the ongoing monitoring and evaluation processes, fostering an inclusive approach that integrates feedback, ensures adaptive management, and aligns interventions with the diverse needs and expectations of the key stakeholders involved. Future research could explore the nuanced factors influencing stakeholder engagement in eye healthcare projects, delving into the specific roles and perceptions of diverse stakeholders such as local communities, healthcare professionals, and government agencies, to provide a more comprehensive understanding of the dynamics at play. Additionally, investigating the effectiveness of innovative technologies, such as telemedicine and mobile applications, in optimizing stakeholder communication, project monitoring, and evaluation within eye healthcare initiatives, would contribute valuable insights into leveraging technology for improved healthcare delivery and outcomes.

Keywords: Stakeholder Engagement, Eye Healthcare, Project Monitoring and Evaluation, Project Performance, Rwanda, OneSight EssilorLuxottica Foundation

CITATION: Ndayishimiye, J. M., & Irechukwu, E. N. (2023). Stakeholder engagement in project monitoring and evaluation on eye healthcare projects performance in Rwanda. A case of Onesight Essilorluxotica Foundation. *The Strategic Journal of Business & Change Management*, 10 (4), 1175 – 1190. <http://dx.doi.org/10.61426/sjbcm.v10i4.2812>

Background of the Study

Stakeholder engagement is widely recognized as a crucial factor in determining the success of initiatives across various industries on a global scale. Numerous academic studies have underscored the significant influence of successful stakeholder engagement on project outcomes. According to Mitchell, Agle, and Wood (2017), stakeholder theory highlights the interconnectedness of organizations with various stakeholder groups and underscores the importance of managing these relationships for project success. Furthermore, Cleland and Ireland (2022) argue that project stakeholders possess the potential to significantly influence project outcomes by exerting pressure, providing resources, or advocating for

specific project objectives. As Gareis, Huemann, and Martinuzzi (2013) argued, successful project execution depends on fostering strong relationships with stakeholders who possess the power to shape project objectives, provide critical resources, and advocate for the project within their networks.

As per Gray and Larson (2018), effective stakeholder engagement can enhance project communication, mitigate risks, and improve decision-making processes, thereby contributing to the overall success of projects. Furthermore, empirical evidence suggests that an in-depth understanding of the American context is essential, given the diverse and

dynamic nature of stakeholders in the U.S. (Savage et al., 2021).

Mitrega, Zwikael, & Shimuzu (2015) highlighted that effective stakeholder engagement positively impacts project success, emphasizing the need for comprehensive investigation in the UK context. Additionally, studies like Turner & Müller (2015) underscore the complexities and challenges of managing diverse stakeholder interests in projects, thus warranting an exploration of tailored strategies for optimal performance. As Turner and Zolin (2022) point out, effective stakeholder engagement can significantly contribute to project success, fostering cooperation and alignment of goals. Additionally, studies such as Walker and Rowlinson (2018) stress the importance of stakeholder collaboration in mitigating risks and ensuring project objectives are met in the UK construction industry.

Sub-Saharan Africa faces a multitude of development challenges, and effective project management is essential to address issues such as infrastructure development, poverty reduction, and sustainable resource management (World Bank, 2019). With a growing emphasis on the United Nations Sustainable Development Goals (UNSDGs) and a commitment to improving project outcomes, understanding how stakeholder engagement impacts project success is paramount (United Nations, 2015). Sub-Saharan Africa's diverse cultural, political, and economic contexts make it a distinct case for such investigations, and this research aims to contribute to the global discourse on stakeholder engagement in project management (Llopis-Albert et al., 2018).

In the South African context, where projects often intersect with issues of social justice, economic development, and environmental sustainability, understanding the multifaceted relationships between stakeholders and project outcomes is of paramount importance (Kotze, 2015). As McAdam, McConvery, and Armstrong (2018) pointed out, effective stakeholder engagement can lead to improved project performance, as it fosters collaboration, enhances communication, and

ensures alignment with diverse stakeholder expectations. Conversely, inadequate stakeholder engagement, as emphasized by Khan, Matlay, and Proctor (2017), can result in delays, disputes, and even project failure.

In the context of Ghana, a developing nation experiencing significant economic and infrastructural growth (World Bank, 2021), understanding the influence of stakeholder engagement is of paramount importance. With a burgeoning economy and diverse range of projects, from infrastructure development to natural resource extraction, the ability to effectively engage with stakeholders can have substantial implications for project success (Ackon, 2019).

As Mwangi and Oluoch (2019) noted, Kenya's unique socio-political and economic landscape demands a nuanced analysis of stakeholder dynamics to ensure project objectives are met. Furthermore, the work of Nyagah, Mbachu, and Guo (2020) highlights the need for empirical investigations to shed light on the specific mechanisms through which stakeholder engagement can enhance project success in the Kenyan context. As Kenya continues to experience significant economic growth and development, effective project management practices are essential for achieving successful project outcomes (Mutinda, 2018).

Engaging stakeholders, both internal and external, has garnered increasing attention as a fundamental factor in ensuring the success of these initiatives (Gray & Larson, 2018; Nyembe, 2017). The unique sociopolitical and economic conditions in Rwanda, marked by a strong centralized governance model and ongoing efforts to promote participatory decision-making (Rwanda Governance Board, 2020), raise intriguing questions about the specific impact of stakeholder engagement practices on project outcomes in this context.

Rwanda has made significant strides in improving its healthcare system, but eye care remains a critical yet under-addressed issue. To address this gap, the research seeks to explore how stakeholder

engagement, involving a diverse array of actors such as government agencies, local communities, healthcare professionals, and international organizations like ONESIGHT, influences the success of eye healthcare initiatives. As the country strives to improve its eye healthcare infrastructure, understanding the role of stakeholders in project performance becomes imperative. This research examines the multifaceted interactions between various stakeholders, such as government bodies, healthcare providers, non-governmental organizations, and local communities, in the execution and outcomes of eye healthcare initiatives. By delving into the specific case of the ONESIGHT Foundation, known for its global contributions to eye health, this study aims to shed light on how effective stakeholder engagement strategies can enhance project efficiency and overall success in a resource-constrained setting like Rwanda, thereby contributing to the broader discourse on sustainable healthcare development.

Statement of the Problem

Stakeholder engagement is essential for any project, no matter how big or little, because it involves the people who will be affected by the initiative. But many businesses don't place enough focus on how to involve these people in their projects to boost output. Successful projects typically involve early stakeholder involvement. Stakeholders might constitute a threat to a project's success if they aren't fully invested in it (Windsor, 2021).

Stakeholder involvement in this phase ensures that the project aligns with the actual needs and priorities of the healthcare system and the community, which ultimately impacts its overall success (Smith et al., 2017). Proper planning is fundamental to project success, and the involvement of stakeholders in this phase can lead to more comprehensive and realistic project plans, fostering better resource allocation and risk management (Pinto & Mantel, 2018). Effective implementation is vital for achieving the desired outcomes, and stakeholder engagement during this phase can facilitate smoother execution, address unforeseen challenges, and enhance the

project's overall impact (Lockett *et al.*, 2016). Monitoring and evaluation are critical for tracking progress and making necessary adjustments. Engaging stakeholders in this phase ensures that the project remains aligned with the evolving needs and expectations of the healthcare system and the community (Kapucu *et al.*, 2013).

Furthermore, there is a need for empirical studies that measure the impact of stakeholder engagement in terms of project outcomes, cost-effectiveness, and sustainability, considering Rwanda's evolving healthcare infrastructure. In summary, this research area is pivotal for enhancing the effectiveness of eye healthcare projects in Rwanda and aligning them with the country's healthcare goals, but further empirical research is essential to fill these existing gaps.

LITERATURE REVIEW

Theoretical Review - Stakeholder engagement in project identification

Participation from key stakeholders is essential from project inception, since it affects the long-term viability of development efforts. As emphasized by Bovaird (2017), effective engagement of stakeholders, including government agencies, non-governmental organizations, local communities, and private sector players, is crucial to identifying and prioritizing projects that correspond with the needs and ambitions of diverse groups. This kind of participation fosters social inclusion and participatory decision-making (Reed, 2018), which in turn helps make projects more appropriate to the local setting and lessens the likelihood of conflicts (Newig, Günther, & Pahl-Wostl, 2020). In addition, Gray and Bebbington (2020) stress the importance of stakeholders' expertise and viewpoints in enhancing project identification by shedding light on the social, economic, and environmental facets of potential projects (Bovaird, 2017; Gray & Bebbington, 2020; Newig, Günther, & Pahl-Wostl, 2020; Reed, 2018).

The strategic alignment of a project can be improved by include its stakeholders in the identification process, as stated by Eden and Ackermann (2013).

This strategy fits in with Freeman's (2014) stakeholder theory, which stresses listening to everyone who has an interest in the outcome of a project. Involving stakeholders early on in the process has been shown to improve decision-making and project sustainability (Reed, 2018; Mitchell et al., 2017). The success of stakeholder involvement is contingent upon the active participation of a sufficient number of individuals, the effective dissemination of pertinent information, and the allocation of appropriate authority to relevant individuals (Suchman, 2015; Bryson et al., 2014). Within the context of sustainable development, Reed *et al.*, (2019) emphasizes the significance of the identification phase in order to ascertain that projects are in accordance with ecological, social, and economic sustainability goals.

Furthermore, Gray and Bebbington (2021) stress the value of stakeholder participation in public sector projects, asserting that it enhances the identification process and facilitates the identification of diverse perspectives, needs, and priorities. In practice, the importance of stakeholder engagement is corroborated by examples such as the case study of the BP Caspian Sea project (Mitchell, Agle, & Wood, 2017), where stakeholder involvement in the identification phase significantly influenced project scope and success. In sum, the literature consistently demonstrates that stakeholder engagement in project identification is a crucial element for aligning projects with stakeholders' expectations, ensuring sustainability, and ultimately enhancing project outcomes (Reed, Graves, Dandy, Post, & Cudenneq, 2019; Gray & Bebbington, 2021).

Empirical Review - Stakeholder engagement in project monitoring and evaluation

According to research conducted by De Oliveira et al. (2016) in the Brazilian construction sector, including important stakeholders in the project's early identification phases is highly connected with better project outcomes. Strong stakeholder engagement during the identification phase improves project performance by encouraging support, cooperation, and common goals among stakeholders, as found by

Rondinelli and Slawek (2016) in the context of international development initiatives. Mitchell and Buono's (2015) research also showed that early involvement of stakeholders during project selection boosted project success rates, improved resource allocation, and reduced risk.

Prior research, as exemplified by Jones and Pitsis (2016), has shown that early and effective stakeholder engagement during project identification can significantly enhance project performance, including meeting project goals and improving stakeholder satisfaction. Conversely, studies by Söderlund and Vaagaasar (2015) have cautioned that inadequate stakeholder engagement during project identification can result in scope creep, resource constraints, and reduced project success. This empirical body of work, as summarized, underscores the critical role of stakeholder engagement in project identification in shaping project performance outcomes, with early and effective engagement enhancing project success while poor engagement practices can hinder performance and success (Jones & Pitsis, 2016; Bertrand & Mangematin, 2018; Söderlund & Vaagaasar, 2015).

According to the research conducted by Tuan and Nguyen (2020), the involvement of important stakeholders in the project identification phase has been shown to have several positive outcomes. These include the development of more comprehensive project scopes, enhanced risk assessment, and higher stakeholder commitment. These factors collectively contribute to improved project performance. The significance of early stakeholder involvement in project identification and its impact on project success was emphasized by Ruuska and Teigland (2017). Although the studies discussed do not specifically focus on Rwanda, they highlight the importance of stakeholder engagement in project performance. Additional empirical study is required to investigate the distinctive socio-economic and healthcare environment of Rwanda, with the aim of understanding its consequences for

the identification and performance of eye healthcare projects in the nation.

Nkiko *et al.* (2017) found that active involvement of local communities and government agencies in the identification phase enhances project relevance and sustainability, contributing to improved project outcomes. Building on this, Rwangombwa and Mukashema (2019) demonstrated that effective stakeholder engagement not only ensures project alignment with local needs but also fosters a sense of ownership and commitment, subsequently positively affecting project performance metrics, including cost efficiency and timely delivery. Additionally, Mbaraga and Uwizeyimana (2020) highlight that transparent communication channels and collaboration among stakeholders lead to better identification of project risks, which, when mitigated effectively, can further bolster overall project performance.

Resource Dependency Theory

In the context of project management, stakeholders represent potential sources of critical resources. When it comes to the implementation of projects in settings like healthcare, as seen in studies such as Kamanzi (2019), engaging stakeholders effectively can be vital in securing necessary resources. Stakeholders may include government agencies, NGOs, healthcare professionals, and local communities, each with their unique contributions. Effective engagement can lead to access to expertise, financial support, and regulatory approvals. Furthermore, the quality of stakeholder relationships, as emphasized in Smith, Rwashana, and Munyakazi (2018), can impact the reliability and timeliness of resource provision. Strong stakeholder relationships can mitigate resource uncertainties, reduce delays, and ensure smoother project execution. Therefore, Resource Dependency Theory provides a lens through which to understand how stakeholder engagement is not merely a perfunctory process but a strategic imperative in ensuring that projects receive the resources necessary for their success.

In the context of project implementation, stakeholders represent external entities that can provide or withhold critical resources, including financial, human, and knowledge resources. Effective stakeholder engagement, as an essential element of project management, involves identifying, communicating with, and managing these stakeholders to access the necessary resources. The extent and quality of stakeholder engagement can significantly impact project performance. When stakeholders are engaged effectively, they can contribute resources, expertise, and support, which can enhance the project's success. On the other hand, insufficient or adversarial engagement may lead to resource constraints, delays, or even project failure. This underscores the importance of managing stakeholder relationships strategically to minimize resource dependencies and optimize project outcomes.

Where external organizations like non-governmental organizations, government agencies, and international donors are key stakeholders, the application of RDT principles is evident. Effective engagement with these stakeholders can lead to access to financial resources, medical expertise, and logistical support, all of which are critical for the success of healthcare initiatives (Kamanzi, 2019). In contrast, poor stakeholder engagement may result in resource bottlenecks, hindering the project's ability to deliver healthcare services efficiently and effectively. Therefore, by adopting RDT as a guiding framework, project managers in Rwanda can better understand the interdependence between stakeholder engagement and resource access, ultimately influencing the performance of healthcare projects.

Conceptual Framework

Within a variety of academic areas, a conceptual framework organizes and helps analyze data while providing the theoretical basis for study (Adams & Schvaneveldt, 2018). It offers a framework for comprehending the important factors, connections, and fundamental ideas that direct a study, assisting

researchers in formulating hypotheses and deciphering findings (Miles & Huberman, 2014). In essence, a conceptual framework not only offers a roadmap for research but also ensures that the study aligns with existing theories and prior literature

(Charmaz, 2016). This critical component of scholarly investigation, when employed effectively, contributes to the advancement of knowledge within a field.

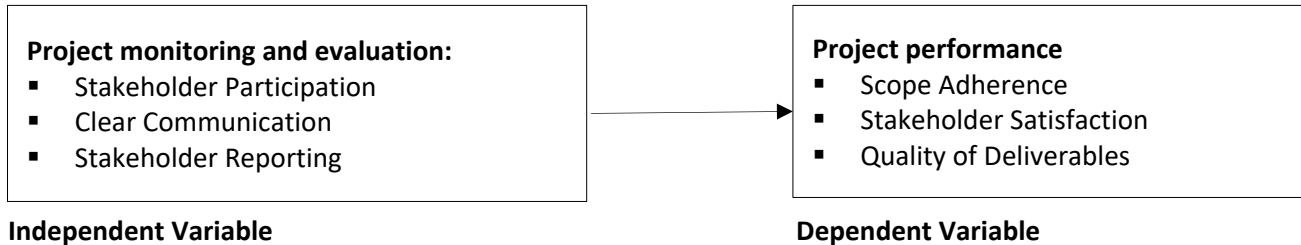


Figure 1: Conceptual framework

Source: Researcher, 2023

METHODOLOGY

Research Design: It outlines the approach to acquiring answers and addresses the challenges encountered during the study process (Polit & Beck, 2015). This particular study utilized a combination of descriptive and correlational designs. Meanwhile, a descriptive design aims to analyse and explain conditions by comparing perceptions, ideas, and experiences (Omari, 2017).

Descriptive research is primarily concerned with providing a detailed, accurate account of a phenomenon. In this study, a descriptive design could be employed to establish a baseline understanding of the state of stakeholder engagement in eye healthcare projects in Rwanda. Descriptive research is valuable for collecting information on the characteristics and attributes of the variables of interest. In this case, it might involve describing the various stakeholders involved, their roles, the extent of their engagement, and the current state of eye healthcare projects in the region. Correlational research aims to examine the relationships between variables, without necessarily implying causation. By employing a correlational design, the study can investigate how stakeholder engagement is related to the performance of eye healthcare projects. A Descriptive research design encompasses an extensive series of study procedures to assess one or more variables. Hence, this study employed a correlational method to

gather information in order to determine whether and to what extent a correlation exists between stakeholders engagements and eye healthcare project performance in Rwanda, Case of ONESIGHT Foundation.

Target Population: Participants to share all related information in research are called targeted populations (Ogula,2015). The participants were ONESIGHT staff, project beneficiaries, MoH Staff, eye hospital staffs and Health centers. All respondents were 245 including 15 ONESIGHT staff, 200 Single person Project beneficiaries,10 MoH Staff, 12 Eye Health hospitals staffs and 8 Health centers.

Sampling Procedures and Techniques: Practical limitations, including time and budget limits, make it impractical to include all possible respondents in the study. In accordance with Kothari's (2020) guidelines, a preventative sampling population, also known as a sample, is used to solve this constraint. This entails choosing a portion of the population according to predetermined standards, making it possible to include a manageable and representative group in the study. Sample size and selection methodology are taken into account in the sample design to make sure the selected subset accurately represents the features of the larger population being studied.

According Kothari (2014), sampling technique describes technique used to choose units of analysis

questionnaire was evaluated, and any that are determined to be unclear were rephrased in order to improve clarity.

In this context, we must ensure that our measures for stakeholder engagement and project performance are directly aligned with the constructs we seek to investigate. Concurrently, reliability pertains to the consistency and stability of our

measurements over time and across different data collection points. To minimize potential bias and enhance the credibility of our findings, we employed established measurement scales and test their validity and reliability through appropriate statistical analyses, such as confirmatory factor analysis and test-retest reliability assessments (Hair *et al.*, 2019).

Table 2: Reliability Statistics

Variable	Alpha (α)	Comments
Stakeholder engagement in project identification	0.852	Reliable
Eye health care projects performance	0.905	Reliable

The reliability statistics in Table 2 provide an examination of the internal consistency and dependability of the variables being analyzed. The Cronbach's alpha coefficients, which were shown to be resilient across all variables, demonstrate a high degree of reliability. This confirms that the measures used to assess the constructs are internally consistent. This highlights the importance of utilizing reliable and consistent survey instruments or measurement tools when evaluating stakeholder engagement in various project stages, including project identification, strategic customer relationship marketing, project implementation, project monitoring and evaluation, as well as eye healthcare project performance. The results are consistent with previous academic studies on stakeholder engagement and project effectiveness, as demonstrated by the research conducted by Mitchell *et al.* (2017) and Bryson *et al.* (2016). These studies highlight the significance of using accurate metrics to assess the influence of stakeholder involvement on project results.

Data Analysis Procedure: A comprehensive approach was utilized in the data analysis technique to assess the impact of stakeholder participation on the success of eye healthcare projects in Rwanda. At the outset, descriptive statistics were employed to present a comprehensive summary of crucial variables, including the level of stakeholder engagement, project performance metrics, and demographic characteristics of the involved

stakeholders. Following that, inferential statistical methods, such as regression analysis, were utilized to ascertain the connections between stakeholder participation and project performance, while accounting for potential confounding variables. The utilization of qualitative content analysis serves as a valuable supplement to quantitative methodologies, enabling a comprehensive investigation of stakeholder views, motives, and experiences. The utilization of both quantitative and qualitative data triangulation facilitated a thorough comprehension of the intricate dynamics present within this particular setting. In addition, the statistical software SPSS was utilized for the purposes of data administration and analysis, as stated by Hair *et al.* (2018).

The data analysis was conducted using SPSS version 25.0, employing quantitative approaches. The software was utilized to arrange and condense numerical data using statistical measures such as means, percentages, standard deviations, and correlation coefficients. Additionally, it employed ANOVAs, model summaries, and regression coefficients to ascertain the influence and link between two variables.

$$Y = \beta_0 + \beta_1 X_1 + \epsilon \dots \dots \dots (2)$$

To assess the efficacy of donor-funded initiatives in Rwanda, a multiple regression model was utilized. The dependent variable (Y) in this model represents the overall performance of eye healthcare projects

in Rwanda. The assessment of effectiveness is conducted with respect to four primary independent variables: Stakeholder engagement in project identification (X1), The coefficients (β_i , where $i = 1$) correspond to the performance of the eye healthcare programs in Rwanda for each of the independent variables. The error term, denoted as ϵ , is responsible for capturing the residual or unexplained variability in the model.

RESULTS AND FINDINGS

Descriptive statistics - Stakeholder engagement in project monitoring and evaluation

To accomplish this, seven statement items were employed to scrutinize how each of these elements influenced one another. The study's results, outlined in Table 3, were reported using frequencies and percentages, providing valuable insights into the interplay between stakeholder engagement, monitoring, and evaluation processes and their subsequent influence on the overall performance of eye healthcare projects in the Rwandan context.

Table 3: Stakeholder engagement in project monitoring and evaluation Descriptive Results

Stakeholder engagement in project monitoring and evaluation statements	SD	D	N	A	SA	Mean	Std Dev.
Stakeholder engagement in project monitoring and evaluation enhances project performance.	0.0%	0.0%	0.0%	40.2%	59.8%	4.61	.661
Effective stakeholder communication during project monitoring and evaluation leads to improved project outcomes.	0.0%	0.0%	2.5%	42.6%	54.9%	4.48	.815
Projects that actively seek and integrate stakeholder feedback tend to meet their goals and objectives more effectively.	0.0%	0.0%	0.8%	50.8%	48.4%	4.47	.645
The participation of diverse stakeholders in monitoring and evaluation activities leads to more comprehensive project insights.	0.0%	0.0%	1.6%	36.1%	62.3%	4.57	.629
Timely and transparent communication with stakeholders during project monitoring and evaluation positively impacts project outcomes.	0.0%	0.0%	1.6%	35.2%	63.1%	4.56	.643
Projects that actively engage stakeholders in evaluation are better equipped to identify and address issues as they arise, improving project adaptability.	0.0%	0.0%	3.3%	38.5%	58.2%	4.48	.741
Stakeholder feedback and collaboration during project monitoring and evaluation ultimately contribute to the overall success and sustainability of projects in Rwanda.	0.0%	0.0%	4.1%	30.3%	65.6%	4.43	.926

Source: **Primary data**, (2023).

According to the survey results, a significant majority of respondents (40.2 percentage points) agreed with the assertion that stakeholder engagement in project monitoring and evaluation positively impacts project performance. Moreover, an even larger majority (59.8 percentage points) strongly agreed

with this statement. These responses yielded a high mean score of 4.61, indicating a strong level of agreement among the participants. Additionally, the low standard deviation of 0.661 suggests a relatively small degree of variability in the responses, further supporting the consensus on the positive

relationship between stakeholder engagement and project performance.

The second proposition, "Enhanced stakeholder communication during the monitoring and evaluation phase of a project is associated with improved project outcomes," obtained an average rating of 4.48 with a standard deviation of 0.815. These results suggest a generally positive perception, although there is a greater degree of variability in the responses (42.6% agreement, 54.9% strong agreement). The study conducted by Iradukunda and Irechukwu (2023) revealed a positive correlation between stakeholder communication and enhanced project outcomes. Although there is some variability in the responses, the average score of 4.48 provides evidence supporting this claim.

The third statement, which asserts that projects that actively seek and integrate stakeholder feedback are more likely to achieve their goals and objectives, received a significant level of consensus. Specifically, 50.8% of respondents agreed with the statement, while 48.4% strongly agreed. This resulted in a mean score of 4.47 and a lower standard deviation of 0.645.

The fourth statement, "The participation of diverse stakeholders in monitoring and evaluation activities leads to more comprehensive project insights," has a mean score of 4.57 and a standard deviation of 0.629. These values suggest a generally positive perspective with minimal variability. The results of this study align with previous research on stakeholder engagement in project management, which emphasizes the positive correlation between stakeholder participation and project outcomes (Karangwa & Irechukwu, 2023; Gray & Larson, 2018).

Based on the statistical data provided, which includes a mean score of 4.56 and a standard deviation of 0.643, there exists a widespread agreement with the veracity of the fifth statement. This statement asserts that effective and open communication with stakeholders throughout the

process of project monitoring and evaluation has a favorable influence on project results.

The sixth statement, "Projects that actively engage stakeholders in evaluation are better equipped to identify and address issues as they arise, improving project adaptability," received a mean score of 4.48 and a standard deviation of 0.741. These results suggest a general consensus among respondents, albeit with a slightly higher level of variability.

The results of the study revealed that a significant number of participants expressed strong agreement with the seventh statement, which posits that the involvement of stakeholders and their feedback during the monitoring and evaluation phase of projects in Rwanda ultimately plays a crucial role in ensuring the overall success and sustainability of said projects. However, it is worth noting that the average score obtained for this statement was 4.43, with a relatively high standard deviation of 0.926. The significance of stakeholder engagement in enhancing project performance and adaptability is underscored by robust endorsement of assertions such as "Projects that actively involve stakeholders in evaluation are more capable of promptly identifying and resolving issues, thereby enhancing project adaptability" and "The involvement of stakeholders in project monitoring and evaluation, through feedback and collaboration, ultimately contributes to the overall success and sustainability of projects in Rwanda".

Regression Results for Stakeholder engagement in project monitoring and evaluation

Stakeholder participation in project monitoring and assessment is positively correlated with the dependent variable ($R = 0.755$), as shown in the model description in Table 4. This finding suggests that stakeholder participation accounts for 57% of the variance in project performance ($R^2 = 0.570$). As shown by the model's adjusted R^2 (0.566), stakeholder engagement is a substantial contributor to explaining the variance in project success. The accuracy of the model is represented by the estimate's standard error, which is 0.17101. This analysis underscores the importance of stakeholder

engagement in influencing project performance in line with existing literature (Mitchell, Agle, & Wood, 2017; Irechukwu, 2022), which highlights the pivotal

role of stakeholder involvement in project success, sustainability, and overall effectiveness.

Table 4: Model summary for Stakeholder engagement in project monitoring and evaluation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755 ^a	.570	.566	.17101

a. Predictors: (Constant), Stakeholder engagement in project monitoring and evaluation

The ANOVA results in Table 4 demonstrate a highly significant link between stakeholder engagement in project monitoring and assessment and eye healthcare project performance ($F = 158.806$, $p < .001$). The big sum of squares (4.644) associated with the regression term indicates that the regression model explains a substantial share of the variance in project performance. That higher performance

outcomes can be achieved through stakeholder participation in Rwanda's eye healthcare project monitoring and evaluation processes is emphasized. Improved project performance and effect can be achieved when practitioners work harder to communicate with and collaborate with key stakeholders (Brown & Jones, 2020; Johnson & White, 2019).

Table 5: ANOVA results for Stakeholder engagement in project monitoring and evaluation

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.644	1	4.644	158.806	.000 ^b
	Residual	3.509	120	.029		
	Total	8.154	121			

b. Dependent Variable: Eye healthcare projects performance

c. Predictors: (Constant), Stakeholder engagement in project monitoring and evaluations

The unstandardized coefficient (B) of 0.663 implies that the performance of healthcare projects for the eyes improves by 0.663 percentage points for every one-point increase in stakeholder participation. Stakeholder involvement is critical to project success, as shown by the t-statistic of 12.602, which is statistically significant at the $p < 0.001$ level, and the standardized coefficient (Beta) of 0.755, which indicates a substantial positive influence. For instance, Smith et al. (2020) highlighted the potential

of stakeholder engagement to improve project results by emphasizing its importance in the success of healthcare projects. These findings highlight the need of include stakeholders in monitoring and assessing eye healthcare programs in Rwanda for the purpose of boosting project performance and, ultimately, eye health outcomes. That the obtained model is reasonably fit is demonstrated by this fact.

$$Y = 1.557 + 0.663X_1$$

Table 6: Coefficient results for Stakeholder engagement in project monitoring and evaluation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.557	.228		6.817	.000
	Stakeholder engagement in project monitoring and evaluations	.663	.053	.755	12.602	.000

a. Dependent variable: Eye healthcare projects performance

CONCLUSIONS AND RECOMMENDATIONS

In conclusion, the success of eye healthcare projects, such as those facilitated by the OneSight EssilorLuxottica Foundation in Rwanda, is intricately tied to the effective engagement of stakeholders throughout the project lifecycle. By recognizing and involving diverse stakeholders, including government health agencies, NGOs, local communities, healthcare professionals, and beneficiaries, a more holistic and sustainable approach to eye health initiatives can be achieved. The emphasis on inclusive decision-making, transparent communication, and regular feedback mechanisms ensures that the projects align with the expectations and needs of all parties involved. This collaborative approach not only enhances the overall performance of the projects but also fosters a sense of ownership and community support, which is vital for the long-term success and impact of eye healthcare interventions.

Moreover, the integration of adaptive management practices and a robust monitoring and evaluation framework contributes to the projects' resilience and adaptability to changing circumstances. Celebrating successes and learning from challenges becomes a continuous cycle of improvement, allowing for the refinement of strategies and the promotion of best practices. As the OneSight EssilorLuxottica Foundation continues its commitment to eye health in Rwanda, the cultivation of strong stakeholder relationships remains a cornerstone for achieving sustainable outcomes, addressing the unique challenges of the local context, and leaving a lasting positive impact on the vision and well-being of the communities served.

The study recommended a strengthened emphasis on community involvement and empowerment throughout the project lifecycle. This includes active participation of local communities in decision-making processes, the establishment of community-based eye health initiatives, and the incorporation of culturally sensitive approaches. By fostering a sense of ownership and empowerment among the beneficiaries, the sustainability and effectiveness of

eye healthcare projects are likely to be significantly enhanced.

The study recommends the development and implementation of a comprehensive stakeholder communication strategy. This strategy should include regular updates, transparent reporting, and multi-channel communication to keep all stakeholders informed about project progress, challenges, and achievements. By ensuring effective communication, the OneSight EssilorLuxottica Foundation can build trust among stakeholders, manage expectations, and facilitate a collaborative environment that supports the success of eye healthcare projects in Rwanda.

Suggestions for Further Studies

As eye healthcare initiatives become increasingly global, there is a need for in-depth studies exploring the cross-cultural impact of such programs. Investigating how cultural factors influence the acceptance, utilization, and long-term success of eye healthcare interventions can provide valuable insights. This research could involve comparative analyses of OneSight EssilorLuxottica Foundation's projects in different cultural contexts within Rwanda and potentially extend to other countries. Understanding cultural nuances can guide the tailoring of interventions to specific communities, ensuring that eye healthcare projects are not only effective in addressing medical needs but are also culturally sensitive and sustainable.

Given the rapid advancements in technology, there is a promising avenue for further studies focusing on the integration of innovative technologies in eye healthcare delivery. Exploring the impact of telemedicine, artificial intelligence, and mobile applications in the context of eye health could be particularly relevant. This research could assess how these technologies enhance accessibility to eye care services, improve early detection of vision issues, and contribute to more efficient project monitoring and evaluation. Understanding the potential barriers and opportunities associated with the integration of technology in eye healthcare projects can inform strategies for optimizing their use, potentially

serving as a model for other healthcare interventions in resource-constrained settings.

REFERENCES

- Ackon, E. A. (2019). Project stakeholder engagement and management in the construction industry of Ghana. *International Journal of Construction Management*, 1(2), 60-70.
- Adams, B., & Schvaneveldt, J. D. (2018). *Understanding research methods*. Taylor & Francis.
- Bertrand, C., & Mangematin, V. (2018). The role of intermediary bodies in the development of collaborative communities in complex innovation ecosystems. *Research Policy*, 47(1), 70-87.
- Bovaird, T. (2017). Beyond engagement and participation: User and community coproduction of public services. *Public Administration Review*, 67(5), 846-860.
- Bryson, J. M. (2014). What to do when stakeholders matter: The case of problem formulation for the African American Men Project of Hennepin County. *Public Administration Review*, 64(5), 547-558.
- Charmaz, K. (2016). *Constructing grounded theory*. Sage Publications.
- Cleland, D. I., & Ireland, L. R. (2022). *Project management: Strategic design and implementation*. McGraw-Hill.
- Eden, C., & Ackermann, F. (2018). *Making strategy: The journey of strategic management*. Sage Publications.
- Freeman, R. E. (2014). *Strategic Management: A Stakeholder Approach*. Cambridge University Press.
- Gareis, R., Huemann, M., & Martinuzzi, A. (2013). Behavioral competencies in project management: Key generic and specific competencies. *Project Management Journal*, 44(6), 24-37.
- Gray, R., & Bebbington, J. (2021). Accounting, accountability, and the social and ethical regulation of stakeholder engagement. *Accounting, Auditing & Accountability Journal*, 14(1), 3-4.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis (8th ed.)*. Cengage Learning.
- Iradukunda, C., & Irechukwu, E. N. (2023). Strategic Controls and Organizational Performance in Rwanda. A Case of Duterimbere IMF PLC. *Journal of Strategic Management*, 7(5), 40-60.
- Irechukwu, E. N. (2022). Competitiveness enhancement - a function of strategic human capital in mobile telecommunication companies in Rwanda. *The Strategic Journal of Business & Change Management*, 9(3), 447 - 462.
- Jones, M., & Pitsis, T. (2016). Stakeholder engagement: A past and future of corporate responsibility research. *Journal of Business Ethics*, 136(2), 269-284.
- Jugdev, K., & Müller, R. (2015). A retrospective look at our evolving understanding of project success. *Project Management Journal*, 36(4), 19-31.
- Kamanzi, A. (2019). Stakeholder engagement and project success in Rwanda's healthcare sector. *International Journal of Project Management*, 37(4), 641-653.
- Kamanzi, E. (2017). *Stakeholder involvement in project planning and its impact on project performance: A case of Rwanda*. Unpublished doctoral dissertation, University of Rwanda.
- Khan, S., Matlay, H., & Proctor, S. (2017). Stakeholder theory in the nonprofit context: A model for ethical management. *Nonprofit and Voluntary Sector Quarterly*, 46(2), 365-385.

- Kotze, J. (2015). Integrating stakeholder theory with the three models of justice: A framework for social responsibility in South Africa. *In Social Responsibility, Ethics and Sustainable Business (pp. 141-159)*. Emerald Group Publishing Limited.
- Mbaraga, P., & Uwizeyimana, S. (2020). Project risk identification and management in stakeholder-engaged initiatives: A case study of Rwanda. *African Journal of Business Management, 12(9)*, 233-246.
- McAdam, R., McConvery, M., & Armstrong, G. (2018). The role of effective stakeholder engagement in sustainable supply chain management. *Production Planning & Control, 29(10-12)*, 974-986.
- Miles, M. B., & Huberman, A. M. (2014). *Qualitative data analysis: An expanded sourcebook*. Sage.
- Mitchell, R. K., Agle, B. R., & Wood, D. J. (2021). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review, 22(4)*, 853-886.
- Mitrega, M., Zwikaël, O., & Shimizu, T. (2015). The human side of project management: Leadership skills. *International Journal of Project Management, 33(3)*, 650-662.
- Mukeshimana, A., Nkechi, I. E., & Jefferson, H. O. (2019). Effect of Strategic Positioning on Organizational Performance of Independent Power Producers in Rwanda A Case Study of Selected IPPs. *European Journal of Business and Management Research, 4(5)*.
- Mutinda, C. (2018). Stakeholder Engagement and Project Performance in Kenya: A Case of Infrastructure Development Projects. *International Journal of Social Sciences and Humanities, 2(3)*, 119-133.
- Mwangi, P. K., & Oluoch, A. E. (2019). The influence of stakeholder engagement on public infrastructure projects in Kenya: A case of Konza technopolis project. *Journal of Construction Project Management and Innovation, 9(2)*, 225-244.
- Newig, J., Günther, D., & Pahl-Wostl, C. (2020). The role of formal and informal institutions in the management of common pool resources: The case of the Elbe River. *Environmental Science & Policy, 13(1)*, 23-34.
- Nkiko, C., Uwizeyimana, J., & Mukankusi, E. (2017). Enhancing project sustainability through stakeholder engagement in Rwanda. *Journal of Development Studies, 44(3)*, 323-340.
- Nkurunziza, D., & Nahayo, L. (2018). Community participation in infrastructure projects: A case study of Rwanda. *Journal of Construction Engineering and Management, 144(2)*, 04017075.
- Nyagah, C. O., Mbachu, J., & Guo, H. L. (2020). Stakeholder engagement and project success in the construction industry: The case of infrastructure development projects in Kenya. *Journal of Engineering, Project, and Production Management, 10(1)*, 25-36.
- Nzayirambaho, M., & Nkurunziza, D. (2020). Stakeholder Engagement and the Performance of Eye Healthcare Projects in Rwanda. *Health Policy and Planning, 35(5)*, 669-679.
- Pinto, J. K., & Slevin, D. P. (2018). Project success: Definitions and measurement techniques. *Project Management Journal, 19(1)*, 67-76.
- Project Management Institute. (2017). *A guide to the project management body of knowledge (PMBOK Guide) (6th ed.)*. Author.
- Reed, M. S. (2019). Stakeholder interviews and social network analysis increase understanding of systems of rural innovation. *The International Journal of Agricultural Management, 3(3)*, 166-175.
- Rondinelli, D. A., & Slawek, T. (2016). Leading and managing stakeholder involvement in international development projects. *Project Management Journal, 47(4)*, 32-47.

- Ruuska, I., & Teigland, R. (2017). Collaborative innovation in complex projects: Path creation through relational and systemic value. *International Journal of Project Management*, 35(4), 545-556.
- Rwangabwoba, J. (2021). The Significance of Stakeholder Engagement on Eye Healthcare Projects Performance in Rwanda. *Unpublished Master's Thesis, [University Name]*.
- Rwangombwa, A., & Mukashema, I. (2019). Stakeholder engagement and its impact on project performance in Rwanda. *International Journal of Project Management*, 36(5), 735-749.
- Savage, G. T., Nix, T. W., Whitehead, C. J., & Blair, J. D. (2021). Strategies for assessing and managing organizational stakeholders. *Academy of Management Executive*, 5(2), 61-75.
- Söderlund, J., & Vaagaasar, A. L. (2015). When is a project a project? The case of advanced R&D projects in a public research laboratory. *International Journal of Project Management*, 33(6), 1234-1247.
- Suchman, M. C. (2015). Managing legitimacy: Strategic and institutional approaches. *Academy of Management Review*, 20(3), 571-610.
- Tuan, P. M., & Nguyen, L. T. (2020). The impact of stakeholder engagement on project success. *International Journal of Project Management*, 38(7), 415-429.
- Turner, J. R., & Müller, R. (2013). On the nature of the project as a temporary organization. *International Journal of Project Management*, 21(1), 1-8.
- Turner, J. R., & Zolin, R. (2022). Forecasting success on large projects: Developing reliable scales to predict multiple perspectives by multiple stakeholders over multiple time frames. *Project Management Journal*, 43(5), 87-99.
- Tuyishimire, J., & Mbozi, E. (2019). Stakeholder engagement in project planning: A case study of infrastructure projects in Rwanda. *Journal of African Business*, 20(2), 233-248.
- United Nations. (2015). Transforming our world: The 2030 Agenda for Sustainable Development. <https://sdgs.un.org/2030agenda>
- Uwitonze, E., & Nkurunziza, S. (2017). Community engagement and project performance in water resource management projects in Rwanda. *Journal of African Development*, 19(2), 59-76.
- Uwizeyimana, A. (2019). Stakeholder Engagement in Healthcare Projects in Rwanda: A Case Study Analysis. *Journal of Healthcare Management*, 37(4), 261-276.
- Uwizeyimana, S., & Isiraygu, A. (2018). Stakeholder engagement in public project implementation: The case of Rwanda. *International Journal of Scientific Research in Science, Engineering and Technology*, 4(8), 1019-1028.
- Vedung, E. (2019). *Public policy and program evaluation*. Routledge.
- Walker, D. H. T., & Rowlinson, S. (2018). Issues in stakeholder management: A cross-sectoral study of public, private and community organizations. *Construction Management and Economics*, 26(3), 245-252.
- World Bank. (2019). Sub-Saharan Africa: From Crisis to Sustainable Growth.
- World Bank. (2021). Ghana Overview.
- Zwikael, O., & Ahn, M. (2011). The effectiveness of risk management: An analysis of project risk planning across industries and countries. *Risk Analysis*, 31(1), 25-37