INFLUENCE OF STAKEHOLDER INVOLVEMENT ON SUCCESSFUL IMPLEMENTATION OF HOUSING PROJECTS IN RWANDA: A CASE STUDY OF THE GATE REAL ESTATES PROJECT

[1]ALICE FRIDA UMUMARARUNGU, [2]Dr. Patrick Mulyungi, (PhD.)

[1, 2] Jomo Kenyatta University of Agriculture &Technology, Kigali Rwanda

Abstract: This research study entitled influence of stakeholder involvement on successful implementation of housing projects in Rwanda aimed at examine the influence of stakeholder involvement on successful project implementation in Rwanda because most development and community projects failed to meet its goals and objectives due to lack or inadequate stakeholder's involvement in effective management of the project. This study was achieved by use of three specific objectives namely; to assess the influence of stakeholder involvement in project planning on the successful implementation of Gate Real Estates Project, to examine the effect of stakeholder involvement in project implementation on the successful implementation of Gate Real Estates Project and to analyze the influence of stakeholder involvement in monitoring on the successful implementation of Gate Real Estates Project in Gate Real Estates located in Kigali City, Rwanda for a period of four years from 2014-2017. This study used a descriptive case study design based qualitative and quantitative approach. A sample size of 105 that includes house buyers, house developers and Rwanda Housing Authority Sfaff participated in the study. SPSS software (version 22) was used to process the data and analysis was made by use of frequency, percentages, mean, standard deviation, Skewness and regression analysis to establish relationship between the study variables. In the findings, it was established that stakeholders involvement in planning which consist of planning for requirement specification for the projects, participating in resource estimation and specification for the project, end users contributing to design input for the project and consulting developers for approval of project charter, costs, schedule and deliverables. Involvement in implementation which consist of Project stakeholders getting involved in checking on cost, time and quality compliance during project execution, project developers consulted during all major decision making during project execution, project stakeholders involvement in activity coordination for the project and stakeholders participating material sourcing of the projects. Lastly stakeholder's involvement in monitoring which consist of quality compliance monitoring to meet the project goals and objectives, cost monitoring and control aimed at meeting project goals and objectives, following national housing legal framework and time resource monitoring and control. The finding revealed that the stakeholder's involvement in the project increased accommodation and improved accommodation standard for Rwandans. Therefore we can conclude that stakeholder's involvement has significant effect on project success.

Keywords: Housing construction project, Project Implementation, Project Monitoring, Project performance, Project planning, Stakeholder Involvement, Rwanda.

1. INTRODUCTION

Molwus (2014) observed that the construction projects worldwide have had a poor record of stakeholder management during the past decades. Yet, nearly all projects happen in contexts where stakeholders play a major role in the accomplishment of tasks. Historically, project success was viewed to be measured and evaluated using several performance indicators that mostly related to time, quality and cost dimensions in project management. Adan, (2012)

however highlighted stakeholder satisfaction as another salient indicator of project success in the construction sector (Majava and Haapasalo, 2015). Early stakeholder involvement and systematic stakeholder and requirement prioritization at each project phase are given salience in literature (Aapaoja and Haapasalo 2014). Some authors suggest that in an ideal situation, all stakeholders and their requirements are identified and prioritized before development work starts in the project. However, other scholars maintain that stakeholder involvement takes place during various phases of the project. Several studies have allured to the inability of project managers to take into account the concerns, claims and influences from project stakeholders as reason for project failure (El- Sawalhi and Hammad, 2015).

Wasilwa (2015) observed that over the past three decades, many development projects have failed due to designing activities that did not fully take into account needs, priorities, interests and skills of stakeholders. For instance an evaluation of 25 projects sponsored by the World Bank reported that 13 of them were discontinued due to lack of attention to stakeholder involvement and local organization building during formulation and implementation (Zazueta, 1994 cited in Wasilwa, 2015). A study in 121 rural water supply projects in 49 countries in Africa, Asia and Latin America found that stakeholder involvement in all stages of the project was the most significant factor contributing to project effectiveness and maintenance of water systems. O'Halloran, (2014) undertook a study on extent to which awareness of stakeholder management influence construction project performance in the construction industry in Ireland in Europe. In the Philippines, Wasilwa (2015) observed that the national irrigation authority (NIA) ran irrigation projects developed with stakeholders participation element embedded. It was consequently reported that the impact of stakeholder participation/involvement on productivity, resource conservation and commitment of local groups was significant reflected in a rise in yields on the project between 10% and 22%. Also, water use on the project was reported to be efficient, farmers contributed seven folds to the project costs and new structures were easily maintained. In South Africa, Mohlasedi and Nkado (1997) observed that several studies highlight the importance of the involvement of the community and other key role players in the delivery of housing units. They add however that these studies highlight some problems occasioned by the activities, or lack thereof, of some stakeholders. Kelbessa, et al, (2016) in a study on Ethiopia observed that project stakeholder management is a core activity for creating project success from the time of Cleland's founding work on stakeholder involvement in projects. In Kenya, some studies have examined the relationship between stakeholder's roles and project success, for instance, Adan (2012) assessed the influence of stakeholders role on performance of constituencies development fund projects focusing on a case of Isiolo North Constituency.

In Rwanda and other developing countries, little evidence exists to show that concerted efforts are being made to ensure effective stakeholder involvement in projects despite acknowledgement by several countries in this category, of the existence of project performance inefficiencies within their construction industries such as low productivity, delays, cost overruns, poor quality and so on (Gyadu, 2009).It is hence evident that stakeholder management is not only a critical success factor for project success but an inevitable part of any project and project management process (Kelbessa, et al, 2016) as the most recent edition of project management body of knowledge guide, stakeholder management is a whole new 10th knowledge area (PMI, 2013).

As key stakeholders, the Government of Rwanda (GoR) aims to facilitate access to decent housing and basic infrastructure facilities for its population in line with the objectives laid down in the country development strategies particularly in the Vision 2020 (Rosen, 2015). The government has thus considered steps aimed at supporting the expansion of the housing stock through significant support to development of housing for population in Rwanda. The 7 year government plan equally targets infrastructure, utility provision and maintenance throughout the country and thus stresses the value housing and access to infrastructure for people to live a dignified life (Kopanyi, 2015). Responsibility for housing provision was delegated on the Ministry of Infrastructure (MININFRA), which in 2011 formed the Rwanda Housing Authority (RHA) to implement national housing, urbanization, construction and asset management policies. At the national level, housing policies are coordinated by MININFRA with the Ministry of Economy and Finance, which oversees economic planning, finance and development cooperation. General planning, policies and regulations for the City of Kigali are centralized by the City of Kigali Council which coordinates with the Rwanda Housing Authority (RHA) and, at the local level, with the District Offices (Planet Consortium, 2012).

On the private sector side, main stakeholders are the providers of housing finance such as development banks and private developers, as well as the construction industry, building material suppliers and all professionals and services linked to the delivery of housing. Planet consortium (2012) observed that civil society participates in the housing development process in a limited, albeit gradually growing way, through numerous partners and stakeholders such as cooperatives (i.e. Goboka Cooperative, Zigama), technical NGOs such as Engineers Without Borders, micro- finance lending institutions, academia such as the Kigali Institute of Technology, and donors such as the European Union Cooperation, the Dutch cooperation, the German Development Cooperation (DED), and USAID (Planet Consortium, 2012).

However, despite efforts between government of Rwanda and private players in the housing construction sector, the housing construction industry in Rwanda as in most developing countries reveals the existence of project performance inefficiencies such as delays, cost overruns, poor quality and so on (Majava and Haapasalo, 2015). Moreover, housing for all as the major objective of housing construction sector in Rwanda, is still a daunting challenge (Kopanyi, 2015).Thus, using Gate real estate in Kanombe sector of Kigali city this study seeks to assess how stakeholder involvement in the housing construction projects in Rwanda influences successful implementation of housing projects in the country.

Statement of the Problem:

Effective involvement of stakeholder's is important to performance of development projects around the world. Project which have not fully involved stakeholders in key decision making of project operations is bound to fail (Kagera, (2015), because stakeholders are instrumental in project operations. Gawler, (2005), stressed that lack of understanding of the various interest groups, the drivers of their actions and their influence are potential during the project lifecycle on the part of management, as a major challenge in development projects in terms of time schedule of project delivery, budget line and quality of the project since some of the project stakeholders may not be satisfied. This implies that stakeholders may disagree on some key project milestones and actions hence affecting project delivery as the project may lag behind the schedule, delivered outside the initial project architectural plan and budget line.

Rwanda is not exceptional from other developing countries as far as project management challenges are concerned, for example it is believed that Kalisimbi power project fail to achieve its goals and objectives because of poor stakeholder relationship management (Majava and Haapasalo, 2015). It is believed that not all stakeholders were consulted comprehensively in major project decision making hence making the project to fail. It is based on above problem that is why the researcher is prompted to study the effect of stakeholder's involvement and project performance in Rwanda by taking Gate Real Estates Project as a case study.

General objective of the study:

The general objective of this study was to analyze the influence of stakeholder involvement on successful project implementation in Rwanda.

Specific objectives of the study:

The specific objectives of the study include:

1. To assess the influence of stakeholder involvement in project planning on the successful implementation of Gate Real Estates Project

2. To examine the effect of stakeholder involvement in project implementation on the successful implementation of Gate Real Estates Project.

3. To analyze the influence of stakeholder involvement in monitoring on the successful implementation of Gate Real Estates Project.

2.   RESEARCH METHODOLOGY

Research Design:

The study adopted descriptive design based on qualitative and quantitative approaches.

Target Population of the study:

The target population was 105 that include house buyers, house developers and Rwanda Housing Authority Staff.

Sampling Technique:

This study used stratified random sampling technique since the study population is not homogeneous. The researcher classified the study population into three strata which include customers or buyers who are called end users, estate developers and RHA staff. After grouping or stratifying respondents, they were selected randomly such that everyone has the probability of being selected to be in the sample. Therefore, the Simple random sampling method gave each member an equal opportunity of being chosen. The employees of Gate Company were selected using purposive sampling technique.

Data collection and instruments:

Various methods were used for data collection during this study like questionnaire and Documentary Review

Data Analysis:

Data was processed by use of SPSS software (version 22) and analysis of the data was done by the use of frequency, percentages, mean and standard deviation.

3. RESEARCH FINDINGS AND DISCUSSION

This section presents empirical findings in reference to the research questions in chapter one. They were presented and analyzed using frequency tables and mean and Anova table to analyze the data according to specific objective and Anova table were used to determine the influence of stakeholder involvement on successful project implementation in Rwanda.

Gender of the respondents:

Presentation on gender shows that, 73.33% of the respondents were male while 26.67% female. This implies that the view collected in the research is relatively free of gender bias since view of both males and female were selected. **Source: Primary data 2018.**

Age structure of the respondents:

Presentation on Age group shows that, 46.67% of the respondents aged between 31- 40 years, 27.62% of the respondents aged 30 years & below, 16.19% between 41 - 50 and lastly 9.52% 51 years and above. This implies that the respondents are mature enough and can give relevant information as required by the questionnaire. **Source: Primary data 2018.**

Educational level of the respondents:

Presentation on educational background shows that, 35.24% of the respondents were diploma holders, 22.86% were secondary leavers, 18.10% were degree holders and 16.19% had post graduate studies. This implies that the respondents are able to comprehend and intelligently respond to the questions asked. **Source: Primary data 2018.**

Experience level of the Respondents:

Presentation on employees experience shows that, 45.71% of the respondents had experience of 5 - 10 years, 36.19% had experience of above 10 years and 18.10% had experience below 5 years in project management. This implies that the respondents are experienced with management of Gate Real Estates Project and the information they gave can be relied on. **Source: Primary data 2018.**

Project planning and Successful implementation of Gate Real Estates Project:

Assessment of Project planning in Gate Real Estates Project

This section assesses Project planning in Gate Real Estates Project and the following Table 1 illustrates respondents' views:

Table 1

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
End users as key stakeholders had a choice in planning for requirement specification for the projects	105	4.1333	.46132	.489	.236	1.183	.467
Gate developers participated in resource estimation and specification for the project	105	4.1524	.53315	.137	.236	.257	.467
End users contributed to design input for the project	105	4.2286	.50492	.348	.236	-.075	.467
Project developers were consulted for approval of project charter, costs, schedule and deliverables	105	4.2857	.51355	.292	.236	-.563	.467
Valid N (listwise)	105						

Source: Primary data, 2017

The respondents were assessed on the planning of Gate Real Estates Project and the findings were as follows:

In ascertaining whether end users as key stakeholders had a choice in planning for requirement specification for the projects; this was indicated by a strong mean of 4.1333 and homogeneous standard deviation of .46132. This implies that the project was developed with involvement of all stakeholders including end user.

On whether Gate developers participated in resource estimation and specification for the project; this was indicated by a strong mean of 4.1524 and heterogeneous standard deviation of .53315. This implies that Gate developers as a project initiator participated in resource estimation and specification for the project hence the project was developed as per stakeholders specifications.

Furthermore researcher wanted to establish whether end users contributed to design input for the project; this was indicated by a strong mean of 4.2286 and heterogeneous standard deviation of .50492.This implies that concerned stakeholders participated because end users contributed to design input for the project as required by project management principles.

Lastly in ascertaining whether Project developers were consulted for approval of project charter, costs, schedule and deliverables; this was indicated by a strong mean of 4.2857 and heterogeneous standard deviation of .50492. This implies that project developers were consulted for approval of project charter, costs, schedule and deliverables as the requirement.

Success of Gate Real Estates Project

The table 2 below shows respondents views on Successful implementation of Gate Real Estates Project.

Table 2

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Increase numbers accommodation	105	4.4952	.50238	.019	.236	-2.039	.467
Improved accommodation standard	105	4.4000	.49225	.414	.236	-1.864	.467
Valid N (listwise)	105						

Source: Primary data, 2018

Table 3 shows respondents views on successful implementation of Gate Real Estates Project and the response were as follows;

In ascertaining whether the project increased accommodation for Rwandans; this was indicated by a strong mean of 4.4952 and heterogeneous standard deviation of .50238. This implies that to a large extent the project increased numbers of accommodation for Rwandans which is a government vision of 2020. Lastly in ascertaining whether the project has improved accommodation standard; this was indicated by a strong mean of 4.4000 and heterogeneous standard deviation of .49225. This implies that Gate Real Estates Project has improved accommodation standard in Rwanda which is in Vision 2020 on infrastructure and housing development.

Regression Analysis on Project planning and Successful implementation of the Project

A multivariate regression analysis was used to establish the relationship between the dependent and the independent variables.

The multivariate regression model was:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$

Where; Y = Project success; β_0 = Constant Term; β_1, β_2, and β_3 = Beta coefficients; X1= Project planning; X2= project implementation; X3= project monitoring; and ε = Error term

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.716[a]	.512	.508	.66659
a. Predictors: (Constant), Project planning				

R-square =0.336(33.6). 33.6% variations in project success have been captured by the model used. How significant is this performance of the model? Since the p-value is 0.000, the model performance is statically significant.

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.080	1	48.080	108.205	.000ᵇ
	Residual	45.767	103	.444		
	Total	93.848	104			
a. Dependent Variable: Project Success						
b. Predictors: (Constant), Project Planning						

In ANOVA table the analysis shows that the mean square is very strong indicated by 48.080 and also showing that there is a positive relationship between Project Planning and Project Success as reflected by .000ᵇ .

Coefficientsᵃ						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.813	.588		4.781	.000
	Project planning	.362	.035	.716	10.402	.000
a. Dependent Variable: Project Success						

Where; Y = project success; β_0 = Constant Term; β_1= Beta coefficients; X1= 2.813+0.362 (project planning). The results indicate that project planning has relationship with project success. The coefficient of determination is 0.000 which indicates that there is positive relationship (0.362) project planning and project success. These results provide reasonable evidence to the consistent view that, there is increase in number of houses and improvement in the standard of houses hence they improved project success. The beta of project planning is .716 with a t-statistic of 10.402. The positive coefficients mean a 1% increase in project planning leads to a 36.2% increase in project success and the positive t-statistic value indicates that the effect is statistically significant at 5 % test level while keeping project implementation and project monitoring constant.

The finding is confirmed by Stakeholders theory of project planning which states that stakeholder's involvement in project planning affects project success. Ackerman and Eden (2001) link stakeholder theory to planning stressing that the importance of stakeholders from a service planning perspective is well underscored. Furthermore, it is arguable that the theory is relevant in terms of consideration of stakeholder interests during project planning in order to contribute to effective and efficient performance of the project.

NB The effect of project planning on project success is statistically significant; reject H0 in favor of H1

Normality Test on objective one
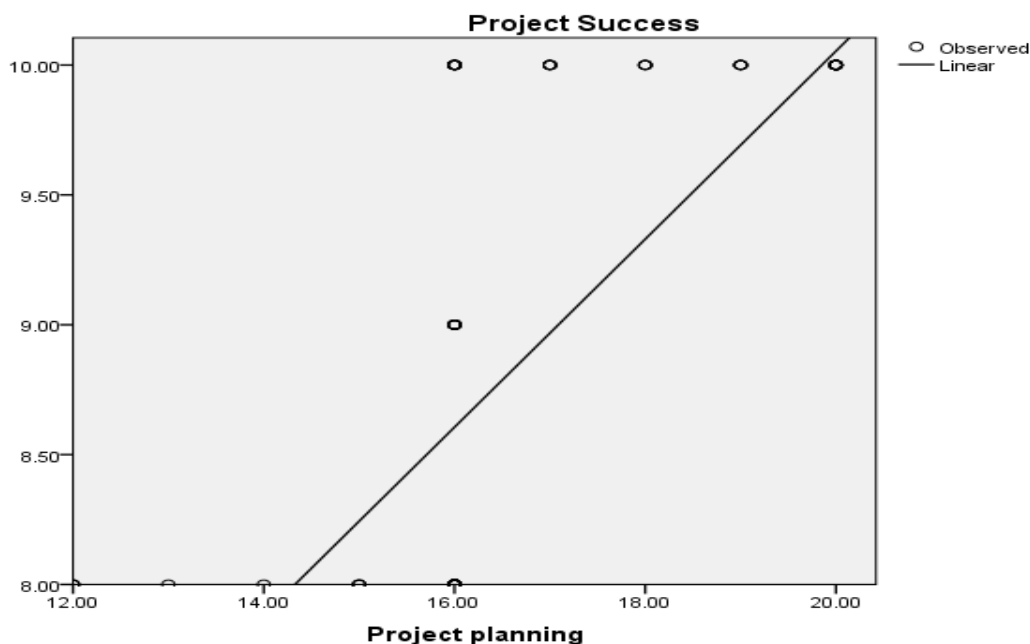
No violation of normality assumption

Project implementation and Success of Gate Real Estates Project

Assessment of Project implementation and Success of the Project.

This section analyses Project implementation and Successful implementation of Gate Real Estates Project as it is demonstrated in table 3 below:

Table 3

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Project stakeholders were generally involved in checking on cost, time and quality compliance during project execution.	105	4.4571	.58882	-.839	.236	1.332	.467
Project developers were consulted during all major decision making during project execution.	105	4.5619	.49853	-.253	.236	-1.974	.467
Project stakeholders were mostly involved in activity coordination for the project.	105	4.5048	.59037	-1.019	.236	1.604	.467
Material sourcing and supply was handled by project stakeholders such as suppliers	105	4.4286	.53452	-.094	.236	-1.188	.467
Valid N (listwise)	105						

Source: Primary data, 2018

Table 3 shows Project implementation and Successful implementation of Gate Real Estates Project and the findings were as follows:

In ascertaining whether Project stakeholders were generally involved in checking on cost, time and quality compliance during project execution; this was indicated by a strong mean of 4.4571 and heterogeneous standard deviation of .58882. This implies that Project stakeholders were generally involved in checking on cost, time and quality compliance during project execution hence meeting the project goals and objectives.

On whether Project developers were consulted during all major decision making during project execution; this was indicated by a strong mean of 4.5619 and homogeneous standard deviation of .49853. This implies that Project stakeholders were consulted during all major decision making during project execution which was aimed at meeting project goals and objectives.

Furthermore researcher wanted to establish whether Project stakeholders were mostly involved in activity coordination for the project; this was indicated by a very strong mean of 4.5048 and homogeneous standard deviation of .59037.This implies that to a large extent Project stakeholders were involved in project activity coordination.

Lastly in ascertaining whether Material sourcing and supply was handled by project stakeholders such as suppliers; this was indicated by a strong mean of 4.4286 and heterogeneous standard deviation of .50492. This implies that Material sourcing and supply was handled by project stakeholders such as suppliers, funders and implementers.

NB Dependent variables were analyzed in table 2 above.

Regression Analysis on tender management and project performance

A multivariate regression analysis was used to establish the relationship between the dependent and the independent variables.

The multivariate regression model was:

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$

Where; Y = project success; β_0 = Constant Term; β_1, β_2, and β_3 = Beta coefficients; X1= project planning; X2= project implementation; X3= project monitoring; and ε = Error term

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906[a]	.820	.818	.40505
a. Predictors: (Constant), Project implementation				

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R-square =0.980(98%). 98% variations in Project success have been captured by the model used. How significant is this performance of the model? Since the p-value is 0.000, the model performance is statically significant

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.949	1	76.949	469.014	.000[b]
	Residual	16.899	103	.164		
	Total	93.848	104			
a. Dependent Variable: Project success						
b. Predictors: (Constant), Project Implementation						

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.527	.343		4.457	.000
	Project Implementation	.410	.019	.906	21.657	.000
a. Dependent Variable: Project success						

Where; Y = Project success; β0 = Constant Term; β1= Beta coefficients; X1= 1.527+0.410 (Project implementation).The results indicate that tendering management system has relationship with Project success. The coefficient of determination is 0.000 which indicates that there is positive relationship (.410) between Project Implementation and Project success. These results provide reasonable evidence to the consistent view that, there is increase in number of houses and improvement in the standard of houses hence they improved project success. The beta of Project Implementation is .906 with a t-statistic of 21.657. The positive coefficients mean a 1% increase in Project Implementation leads to 41% increase in Project success and the positive t-statistic value indicates that the effect is statistically significant at 5 % test level while keeping project planning and project monitoring.

The finding is confirmed by Ladder theory of project participation which states that stakeholder's involvement in project implementation affects project success. Ogollah, (2017) states that Ladder theory is instrumental in ensuring effective and efficient project implementation at different levels of participation that range from manipulation to consultation and genuine participation. Ladder theory states that implementation is a very instrumental stage in project management because without effective implementation project cannot perform according to the plan.

NB The effect of Project Implementation on project success is statically significant; reject H0 in favor of Hi.

Normality Test on objective two
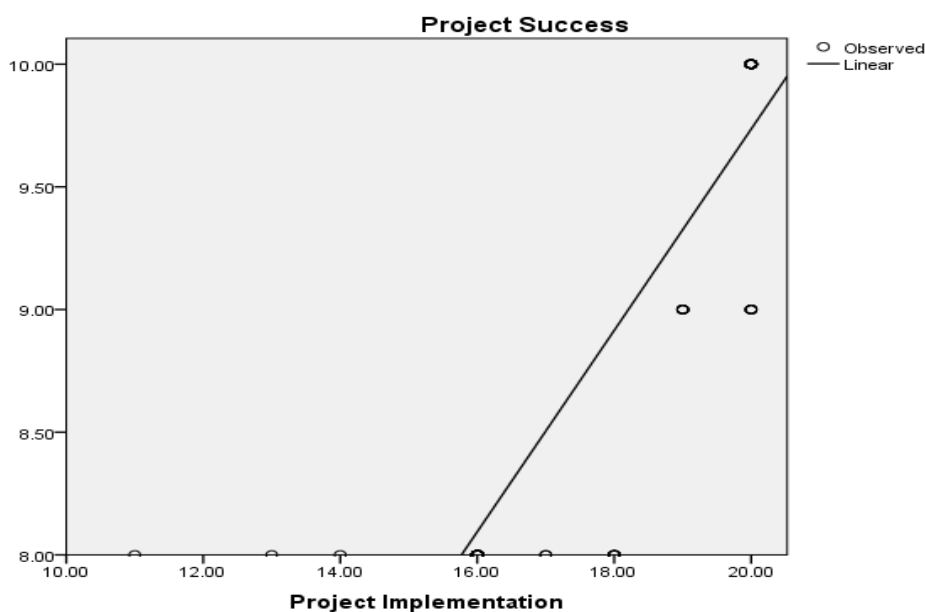
Very good, no violation of the assumption

Project Monitoring and Successful implementation of Gate Real Estates Project:

Assessment of Project Monitoring and Successful implementation of Project

This is section assesses respondents views on Project Monitoring and Successful implementation of Gate Real Estates Project.

Table 4: Project Monitoring and Success of Gate Real Estates Project

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Rwanda Housing Agency (RHA) got involved in quality compliance monitoring for the project	105	4.6286	.48550	-.540	.236	-1.742	.467
Gate developers played a role in project cost monitoring and control	105	4.6571	.47694	-.672	.236	-1.579	.467
RHA scored the Gate project against the national housing legal and regulatory framework	105	4.8095	.39456	-1.599	.236	.569	.467
There was timely information and feedback from all stakeholders with regard to helping achieve set targets for the project	105	4.4381	.57049	-.386	.236	-.783	.467
Valid N (listwise)	105						

Source: Primary data, 2018

This section analyses respondent's response on Project Monitoring and Successful implementation of Gate Real Estates Project and the response were as follows;

In ascertaining whether Rwanda Housing Agency (RHA) got involved in quality compliance monitoring for the project; this was indicated by a very strong mean of 4.6286 and homogeneous standard deviation of .48550. This implies that Project stakeholders were generally involved in quality compliance monitoring for the project hence meeting the project goals and objectives.

On whether Gate developers played a role in project cost monitoring and control; this was indicated by a very strong mean of 4.6571and homogeneous standard deviation of .47694. This implies that Project stakeholder's developers played a role in project cost monitoring and control aimed at meeting project goals and objectives.

Furthermore researcher wanted to establish whether RHA scored the Gate project against the national housing legal and regulatory framework; this was indicated by a very strong mean of 4.8095 and homogeneous standard deviation of .39456. This implies that to a large extent Project stakeholders followed the national housing legal framework.

Lastly in ascertaining whether there was timely information and feedback from all stakeholders with regard to helping achieve set targets for the project; this was indicated by a strong mean of 4.4381 and heterogeneous standard deviation of .57049. This implies that there was timely information and feedback from all stakeholders with regard to helping achieve set targets for the project.

Regression Analysis on Project Monitoring and project Success

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807[a]	.651	.648	.56388
a. Predictors: (Constant), Project Monitoring				

R-square =0.807(80.7%). 95% variations in project success have been captured by the model used. How significant is this performance of the model? Since the p-value is 0.000, the model performance is statically significant

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.098	1	61.098	192.158	.000[b]
	Residual	32.750	103	.318		

		Total	93.848	104			
a. Dependent Variable: Dependent variable							
b. Predictors: (Constant), Independent variable 2							

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.561	.604		.929	.355
	Project Monitoring	.450	.032	.807	13.862	.000
a. Dependent Variable: Project success						

Where; Y = Project Success; $\beta 0$ = Constant Term; $\beta 1$= Beta coefficients; X1= 0.561+0.450 (Project Monitoring).The results indicate that Project Monitoring has relationship with project success. The coefficient of determination is 0.000 which indicates that there is positive relationship (0.450) between Project Monitoring and project success. These results provide reasonable evidence to the consistent view that, there is increase in timely delivery of the project milestone, cost effective service delivery and increased quality hence they improved project performance. The beta of Project Monitoring is .807 with a t-statistic of 13.862. The positive coefficients mean a 1% increase in Project Monitoring leads to a 45.0% increase in project success and the positive t-statistic value indicates that the effect is statistically significant at 5 % test level while keeping project planning and project implementation constant.

The finding is confirmed by Agents theory of project participation which states that stakeholder's involvement in project monitoring and control affects project success. According to Wamugu et al, (2017), the agents hold power on behalf of the principal, they are expected to exercise control with aim to increase benefit for the principal ensuring sufficient returns. This theory is relevant to the study in that the variable project success as per this study entailed focus on customer satisfaction, benefits to developers and meeting needs of house occupants all of whom constitute the principals in agency theory terms.

NB The effect of Project Monitoring on project success is statically significant; reject H0 in favor of Hi.

Normality Test on objective three
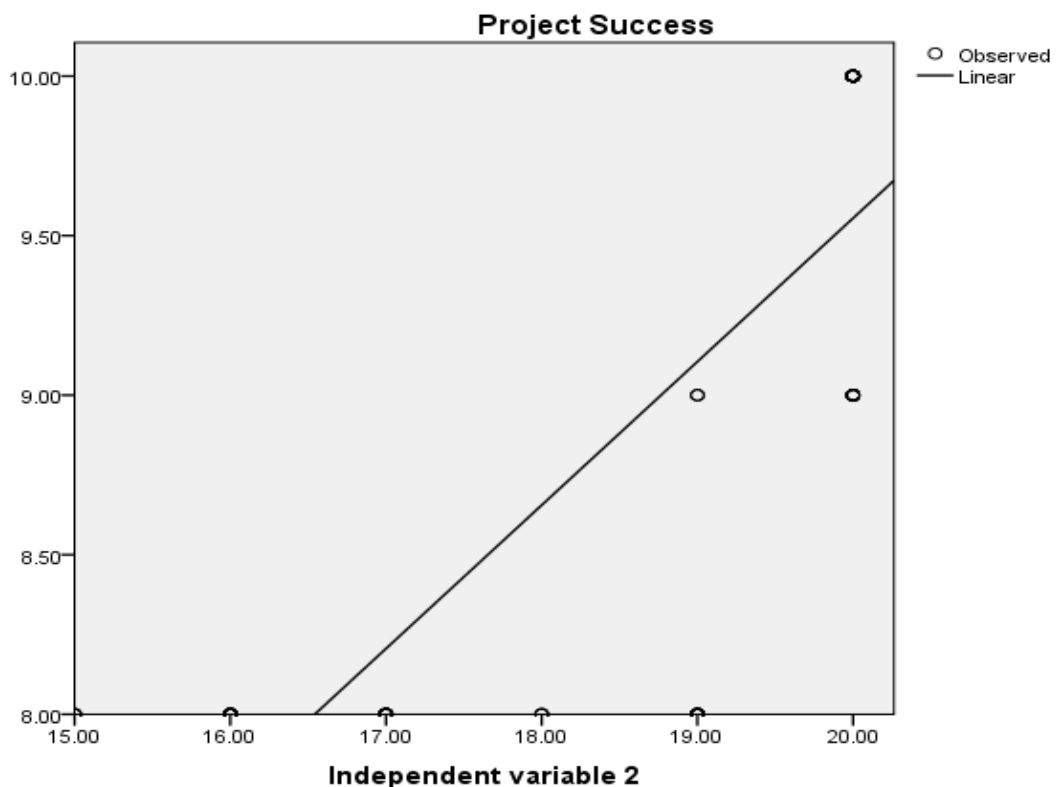
No violation of normality assumption

Stakeholders management challenges facing project success:

The respondents stated that they are some challenges facing project management due to poor stakeholder's involvement and these include; Inadequate project planning, communication gap between different stakeholders, inadequate skills in project management by some stakeholders, lack of motivation for some stakeholders and lack of commitment hence affecting project.

4. SUMMARY OF FINDING, CONCLUSSION AND RECOMMENDATIONS

This chapter describes the summary of the findings as per the analysis in chapter four, conclusion, recommendations and areas of further studies for future researchers.

Summary of findings:

The summary of findings are according to the following specific objectives; to assess the influence of stakeholder involvement in project planning on the successful implementation of housing projects in Rwanda, to examine the effect of stakeholder involvement in project implementation on the successful implementation of housing projects in Rwanda and to analyze the influence of stakeholder involvement in monitoring on the successful implementation of housing projects in Rwanda.

Stakeholder involvement in planning and Success of Gate Real Estates:

The findings shows that end users as key stakeholders had a choice in planning for requirement specification for the projects, Gate as a developer participated in resource estimation and specification for the project, end users contributed to design input for the project and lastly in Project developers were consulted for approval of project charter, costs, schedule and deliverables. Furthermore the findings show that the project increased accommodation and improved accommodation standard for Rwandans. In determining the significant levels between the variables; Where; Y = project success; β_0 = Constant Term; β_1= Beta coefficients; X_1= 2.813+0.362 (project planning). The results indicate that project planning has relationship with project success. The coefficient of determination is 0.000 which indicates that there is positive relationship (0.362) project planning and project success. These results provide reasonable evidence to the consistent view that, there is increase in number of houses and improvement in the standard of houses hence they improved project success. The beta of project planning is .716 with a t-statistic of 10.402. The positive coefficients mean a 1% increase in project planning leads to a 36.2% increase in project success and the positive t-statistic value indicates that the effect is statistically significant at 5 % test level while keeping project implementation and project monitoring constant.

Stakeholder involvement implementation and Success of Gate Real Estates:

The findings shows that Project stakeholders were generally involved in checking on cost, time and quality compliance during project execution, project developers were consulted during all major decision making during project execution, project stakeholders were mostly involved in activity coordination for the project and material sourcing and supply was handled by project stakeholders such as suppliers. Furthermore the findings show that the project increased accommodation and improved accommodation standard for Rwandans. In determining the significant levels between the variables; where; Y = Project success; β_0 = Constant Term; β_1= Beta coefficients; X_1= 1.527+0.410 (Project implementation).The results indicate that tendering management system has relationship with Project success. The coefficient of determination is 0.000 which indicates that there is positive relationship (.410) between Project Implementation and Project success. These results provide reasonable evidence to the consistent view that, there is increase in number of houses and improvement in the standard of houses hence they improved project success. The beta of Project Implementation is .906 with a t-statistic of 21.657. The positive coefficients mean a 1% increase in Project Implementation leads to a .410% increase in Project success and the positive t-statistic value indicates that the effect is statistically significant at 5 % test level while keeping project planning and project monitoring. The effect of Project Implementation on project success is statically significant; reject H0 in favor of Hi.

Stakeholder involvement monitoring and Success of Gate Real Estates:

The finding shows that in ascertaining Project stakeholders were generally involved in quality compliance monitoring for the project hence meeting the project goals and objectives, project stakeholder's developers played a role in project cost monitoring and control aimed at meeting project goals and objectives, to a large extent Project stakeholders followed the national housing legal framework and there was timely information and feedback from all stakeholders with regard to helping achieve set targets for the project. Furthermore the findings show that the project increased accommodation and

improved accommodation standard for Rwandans. In determining the significant levels between the variables; where; Y = Project Success; β0 = Constant Term; β1= Beta coefficients; X1= 0.561+0.450 (Project Monitoring).The results indicate that Project Monitoring has relationship with project success. The coefficient of determination is 0.000 which indicates that there is positive relationship (0.450) between Project Monitoring and project success. These results provide reasonable evidence to the consistent view that, there is increase in timely delivery of the project milestone, cost effective service delivery and increased quality hence they improved project performance. The beta of Project Monitoring is .807 with a t-statistic of 13.862. The positive coefficients mean a 1% increase in Project Monitoring leads to a 45.0% increase in project success and the positive t-statistic value indicates that the effect is statistically significant at 5 % test level while keeping project planning and project implementation constant.

Conclusion:

In conclusion, it was established that stakeholders involvement in planning which consist of planning for requirement specification for the projects, participating in resource estimation and specification for the project, end users contributing to design input for the project and consulting developers for approval of project charter, costs, schedule and deliverables. Involvement in implementation which consist of Project stakeholders getting involved in checking on cost, time and quality compliance during project execution, project developers consulted during all major decision making during project execution, project stakeholders involvement in activity coordination for the project and stakeholders participating material sourcing of the projects. Lastly stakeholder's involvement in monitoring which consist of quality compliance monitoring to meet the project goals and objectives, cost monitoring and control aimed at meeting project goals and objectives, following national housing legal framework and time resource monitoring and control. The finding revealed that the stakeholder's involvement in the project increased accommodation and improved accommodation standard for Rwandans by 80.7%. Therefore we can conclude that stakeholder's involvement has significant effect on project success.

Recommendation:

The following areas have been recommended for improvement as far as stakeholder's involvement is concerned in order to ensure successful management of projects in Rwanda.

There should be clear communication channels and strategies in order to improve stakeholder's relationship for effective project management and success. Stakeholders should be sensitized about the importance of the project to the community and country development so that petty politics are avoided. The stakeholders to be trained and sensitized about project management in order to manage the project effectively and lastly the stakeholders should be motivated, so that they become commitment in management of the project.

Suggestions for further research

The following areas have been recommended for future studies;

- Effect of communication strategy on project performance

- Effect of motivation principles on project performance

- Effect of organisation culture on project performance

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