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ANALYSIS OF COMMUNITY PARTICIPATION ON PROJECT IMPLEMENTATION: A CASE OF ELECTRICITY SUPPLY PROJECT IN MUHANGA RWANDA

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A RESEARCH PAPER SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES IN THE PARTIAL FULFILLMENT OF THE REQUREMENT FOR THE A WARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION IN PROJECT MANAGEMENT OF THE UNIVERSITY OF KIGALI

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1.ABSTRACT

This research paper focused on the community participation on project implementation using a case of electricity supply Project in MUHANGA District, which is very significant in the economic development of Rwanda and the entire global community. This research dissertation was guided by the following specific objectives which were to examine how need analysis influences project implementation, to examine the analysis of project planning on project implementation and to determine the analysis of project monitoring on project implementation. This research study will help both Researcher, University and Society. For researcher, it will help the researcher to get Master's degree in MBA-Project Management and once her dissertation will be used as reference at UOK and the policy recommendations drawn will be used by policy makers in both Private and Public institutions for the areas of improvements. This study will help both researcher, University of Kigali and even both Public and private institutions to improve the area of improvement. It will use theories such as ladder participation theory, system theory and empowerment theory for more understanding deep community participation and project implementation. The study used both descriptive and correlation statistics, where the researcher used both qualitative and quantitative approach. The period of this study ranged from the year 2018 to 2021, the researcher used a sample size of 90 respondents. The sampling technique used in this study was stratified random sampling method. Results of the study indicated that there is a strong positive correlation between community participation and success of project implementation; an increase in community participation leads to an increase in success of project implementation. Similarly, a decrease in community participation leads to a decrease in success of project implementation. The study also showed that there is a noteworthy correlation between community participation and success of project implementation; when their participation is zero, success of project implementation is negatively influenced. The study also established that the various aspects of community participation influence success of project implementation with different magnitudes as shown by the regression analysis. Community participation in need analysis have the utmost influence, followed by community participation in planning. Community participation in project monitoring & evaluation has less influence on success of project implementation. Overall, success of project implementation improves with greater community participation throughout the project cycle.

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LIST OF ACRONYMS AND ABBREVIATIONS

EDPRS : Economic Development and Poverty Reduction Strategy

GoR : Government of Rwanda

MINALOC : Ministry of Local Government

MINECOFIN: Ministry of Finance and Economic Planning

UOK **:** University of Kigali

NGOs : Non-Governmental Organization

NISR **:** National Institute of Statistics of Rwanda

RGB : Rwanda Governance Board

WB : Word Bank

2. INTRODUCTION

Over many years, participation development theory and practice has taken different dimensions and approaches over time. Hickey & Mohan (2004), point out that, from 1940s to 50s, the colonial approach was community development and participation was regarded as an obligation of citizenship; citizenship formed in homogenous communities. The locus or level of engagement was a community. From 1960s to 1970s, the post-colonial era approach was community development, political participation and emancipatory participation & voting, and campaigning. Political party membership was regarded as a right and obligation of the citizen. Participatory citizenship was also regarded as challenging subordination and marginalization. For this period, the locus or level of participation were political systems and constituent parts, economic and civic spheres, communities, and citizens. Worldwide community participation is thought (Stone and Stone, 2010) and the work of practitioners is reflected in „Agenda 21", the outcome document of the 1992 United Nations Earth Summit in Riode Janeiro, Brazil, highlighted stakeholder's participation as a major factor in promoting sustainable development.

With scarce resources and the over increasing needs of the rural population where most of the people still live in Africa, we should not continue to plan for the people from the top or from the cities without their input. Community based development initiatives improve the match between what a community needs and what it obtains from development projects. Recently, the World Bank evaluation of projects indicated that those projects that have bottom-up approach have succeeded and are rated satisfactory and sustainable (Olukotun,2017 and Stanley,2003). It is better to mobilize the society rather than leading it, because once the self-confidence in the people germinates, it will not take a long time for the flowers of development to blossom (Chirenje et al., 2013).Since the late 1990s to the present-day, the approach has been participatory governance and citizenship participation. Participation is regarded as primarily a right of citizenship and its level of engagement is at citizens, civil society, state agencies and organizations. The emphasis is on convergence of social & political participation, scaling up of participatory methods, state-civic partnership, decentralization, participatory budgeting, citizens' hearings, participatory poverty eraducation, poverty reduction strategies programme consultations among others (Hickey & Mohan (2004).

According to African Charter (1990), Community participation is in essence, people's effective involvement in creating structures, policies and programs that serve their interests. For popular participation to be realized, people must be fully involved, committed, and seize the initiative. It is essential that they establish independent people's organizations at various levels that are genuinely grass root, voluntary, democratically administered, and self-reliant and that are rooted in tradition and culture of society.

In most African countries, community participation in government development programmes and community ownership of these projects is still very lacking. The rationale for participation at local level systems form a recognition that involve people in government projects which makes everyone accountable for the budget and service deliveries in their area (Blair, 2002; Sirker and Cosic, 2007). These obligations are enshrined in most of the African constitutions, like in Uganda constitution but they are not followed when implementing these projects. The constitution of Uganda and reforms which have been carried out in the previous years have concentrated on decentralization of economic activities without even fiscal decentralization for example the finances of the districts still remain with central Governments controlled by the Ministry of Finance: Even most of the money that come from the Central government is conditional grant and does what the Central government commands. This is the most like the colonial period when citizens were not given chance to participate in their economic activities.

In Rwanda, community participation has been for many decades synonymous with political engagement among societies. These social groups established simple political systems provided grounds for public's participation in affairs that affected them. These political systems were organized around the groups. Each group managed its own affairs, elected its own leaders, settled disputes between its members, and held the brief and practice that all important decisions affecting the community could be made through a consensus of elders representing different groups constituting a particular community. This political organization was however contrasted to kingdoms which were governed by kings and a hierarchy of chiefs and sub-chiefs. (African Charter 1990).This was later succeeded by the colonization period which brought hasty efforts by the colonial governments to introduce new structures which would channel popular demands into responsive policies. These structures included government and opposition parties, national parliament, local councils, elections trade unions and cooperatives. Decolonization meant national control which in turn led to widespread popular political participation. (World Bank, 2000).

The earlier notion of political participation has been refined to turn into a multi-dimensional key element of decentralization and good governance programs. Its application has transcended all fields including health, agriculture, environment conservation programs among

others. These determinations have been sustained by the increasing emphasis of beneficiaries' involvement in programs by development partners- donors of these programs mainly the WB through its good governance campaigns. Participation has become a basic criterion for arbitrating the attainment of political and developmental projects / programs in aid recipient countries (World Bank, 2000).

3. PROBLEM STATEMENT

In recent years, there have been increasing interests in participatory approaches, which have been developed to improve the well-being of communities and to make the development programs more effective, more successful, and sustainable. In addition, there is evidence that development efforts which involve beneficiaries (communities)in the development projects at the beginning of the programmes make these programmes more successful than those which do not (Chambers, 2012). In Africa, most of development programs are planned and implemented without community participatory approach, leading to failure of some of these programmes. These are projects which died a natural death. During this period, official development aid funds for community development projects arose. Too much aid led to aid dependency which was the only source of finance. This was not sustainable because funds were not used to address community problems including reducing poverty. The projects were not owned and sustained by the local population and therefore could not survive beyond the exit of donors despite huge amounts of money spent on implementation of these projects. In Rwanda, more metric tons of cotton are still exported to all over the world and imports nearly one million tons of textiles to its people. The reason why developing countries produce what they cannot consume and consume what they cannot produce. According to Igboeli (1992), no matter the level of technical and financial assistance offered to self-help groups, the members should share actively in the decision to undertake certain projects. That is, rather than imposing development projects on a community, its members should be allowed to participate meaningfully in the planning and execution. Development is meaningless if it does not harness the potentials of the beneficiaries who are the primary stakeholders. It is therefore important to find out what ways the people think they can participate in the process of achieving their vision. We should move from bringing government close to people but bringing people close to government. In other words, it is high time we imbibe the culture of bottom-up approach to development planning; otherwise, development may be a mirage or "white elephants." The fact of the failure of many government projects and even the plethora of abandoned projects is a big problem and the basis for this paper

In most developing countries, many past efforts in programs and projects have had limited success because of lack of sufficient community participation (World Bank (1994; 2002). According to Akinpil et al 2006, participation of community in project implementation is low. The core constraint to fostering community participation especially among the people has been over-centralization of decision-making powers and resources thereby creating a communication gap between the beneficiaries and the program workers. Today, many programs and projects have been introduced and developed with participatory approach to bring the disparate voices of stakeholders into process. The criticisms have revolved around its procedure and participation of community in need analysis, planning, and monitoring and evaluation among others (Mukakibi,2017). These have been expressed in the media, reports, and various public. A study which examines community's participation in Muhanga District could therefore help in better understanding how community participation influences successful project implementation.

4. OBJECTIVES

To examine the analysis of community participation on project implementation using a case of electricity supply Project in MUHANGA District. This paper had the following specific research objectives: To examine how need analysis influences project implementation, to examine the analysis of project planning on project implementation and to determine the analysis of project monitoring on project implementation

5.LITERATURE REVIEW

5.1Theoretical Review

1. Ladder' participation theory

The ladder theory reveals that community can participate in projects on different scales and the participation by the community in the projects empowers the projects to better and proper performance. While the systems theory contends that the entire community management of the community projects is guided by a system.

The study was based on the ladder of participation theory of propound by Arnstein through his determining theoretical work on the topic of community participation in 1969. The exacting how importance is the ladders' participation theory trunks from the obvious detection that there are a mixture levels of participation, ranking from manipulation or therapy of citizens; through to consultation, and to what we might now call genuine participation, (the levels of partnership and citizen control).

The theory is explained by the figure below:

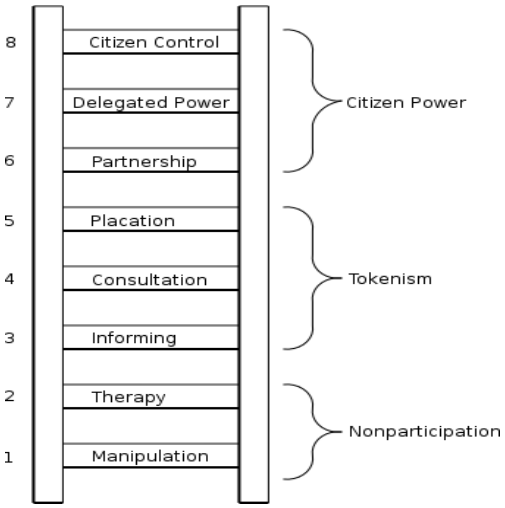


Figure 1. Eight rungs on the ladder of citizen participation

The bottom rungs of the ladder are (1) Manipulation and (2) therapy. These two rungs describe levels of "non-participation" that have been contrived by some to substitute for genuine participation. The real objective is not to enable people to participate in planning or conducting programmes, but to enable power holders to "educate" or "cure" the participants of ignorance.

Rungs 3 and 4 progress to levels of "tokenism" that help the have-nots to hear and to have a

voice; (3) informing and (4) consultation. When they are proffered by power holders as the total extent of participation, citizens may indeed hear and be here. But under these situations they lack the power to enforce or ensure that their views are headed by the powerful or at least put into consideration (When participation is constrained to these levels, there is no follow-through, no "muscle", henceno assurance of changing the status quo. Rung (5) placation is simply a higher-level tokenism because the ground rules allow have-nots to advice but preserve for the powerholders the sustained right to decide.

Secondly, the multi-layeredness of participatory processes also makes them difficult to be captured by the ladder-based approaches. Participatory intensities can change over time, but several components within one process can sometimes also yield differences. In his discussion of participatory (open) ethics, Ward (2018) explains how participation in a specific process might be intense in one component, but minimal in another. For instance, participatory (open) ethics could be open in the discussion of new ethical guidelines, but not in their formal adoption. Often, Ward (2018, 227) argues, we can "only reach a rough, comparative judgment", especially when "there are forces pulling in opposite directions". Take for instance YouTube, which allows for participation in publishing videos, but not in the management of YouTube itself. To quote Jenkins (in Jenkins &Carpentier 2013) on this matter: there are "limits to our ability to participate in YouTube—the degree to which participants lack any direct say in the platform's governance. This is very different from discussing how participatory communities might use YouTube as a distribution channel". Thirdly, the ladder-based approaches tend to see participation as the stable outcome of a process, ignoring the struggles over participatory intensities within these processes, within fields and within society.

Different actors might have different perspectives and interests and will develop different strategies to see their perspectives realised, entering conflict with each other. Arguably, this generates a much more dynamical and contingent (or instable) process than the ladder-based approaches seem to suggest. Fourthly, there is the already discussed relation between the participatory and the critical. One of the problems with the ladder-based approaches is that they conflate the participatory and the critical, pushing the existing alignment between these two notions too far, which turns the ladder of participation into a stairway to (political-democratic) heaven. Fifthly, the notion of power becomes frequently black-boxed or under-theorised in ladder-based approaches, despite their focus on power. A more developed theoretical backbone allows not only tackling the problems of contingency, multi-layeredness and complexity that have just been mentioned, but also supports a more sophisticated analysis of the material and discursive struggles that are intrinsically part of the dynamics of power (when a strategic/Foucauldian model is used—see later). In the context of a participatory analysis, getting a better grip on the different aspects of power is crucial for an increased comprehension of participatory processes and their many dimensions.

Further up the ladder are levels of citizen power with increasing degrees of decision-making influence. Citizens can enter a (6) partnership that enables them to negotiate and engage in trade-offs with traditional power holders. At the topmost rungs, (7) delegated power and (8)citizen control; have-not citizens achieve most decision- m a k i n g seats.

The limitations of Arnstein's framework are obvious. Each of the steps represents a very broad category, within which there are likely to be a wide range of experiences. For example, at the level of 'informing' there could be significant differences in the type and quality of the information being conveyed. Realistically therefore, levels of participation are likely to reflex a more complex continuum than a simple series of steps. The use of a ladder also implies that morecontrol is always better than less control. However, in accordance with the studies, increased control may not always be desired by the community and increased control without the necessary support may result in failure. Since Arnstein, increasingly complex theories of participation have been advanced and new terminology added. There has been a shift towards understanding participation in terms of the empowerment of individuals and communities. This has stemmed from the growing prominence of the idea of the citizen as consumer, where choice among alternatives is seen as a means of access to power. Under this model, people are expected to be responsible for them and should, therefore, be active in public service decision-making.
This is more elaborate than Arnstein's ladder, with a further, more qualitative breakdown of some of the different levels. For example, a distinction is drawn between 'cynical' and 'genuine' consultation, and between 'entrusted' and 'independent' citizen control. The phenomena of 'civic hype', increasingly recognized are incorporated at the bottom rung of the ladder. This essentially treats community participation asa marketing exercise, in which the desired result is 'sold' to the community.(Harvey, 2019),

2 System theory

system theory alleged Community participation is a very complex activity - there are so many elements involved that it seems almost impossible to describe development in a clear and organized manner. Although it is indeed a very complex field, there is a method which can be used to identify many of the components and processes involved in this work (Goodman, Wandersman, Chinman& Morrissey, 2018). General system theory provides an analytical framework which can be used to describe some of the many factors involved in community development. Some of the key concerns in community development, such as assessing power and influence, understanding the dynamics of inter-group relationships, and considering the changes involved in planning development activities, can be understood, and described using System Theory. Terms such as systems and sub-systems, closed and open systems, system boundaries, the transfer of energy or influence across boundaries, feedback, and system balance (or homeostasis) can be used to clarify what sometimes seems to be a bewildering array of information involved in community development work (Morrissey, 2018).

Other System Theory concepts, such as the description of various environments related to a system, and the very important notion of entropy, can also be used in community development.A system is a set of elements standing in interaction, in other words, a group of things which have something in common. This includes any grouping with any sort of relationship, for example a collection of people (Edouards,2019). There can be smaller systems (sub-systems) within larger systems , a clear

example of this would be a single household in a village. The activities inside that house would be seen as taking place within a system (the family group involved in that household), which in turn exists within the larger system of the village itself. The village can also be seen as a sub-system, one of several communities which together comprise an even greater system, the region or territory in which they all are located. (Mokiy, 2019)

3. Empowerment theory

According to (Kieffer,2018) Empowerment of the community has been identified as a valuable attribute, one that is essential to the effective project implementation. Empowerment is evidenced by community members who are inspired and motivated to make meaningful contributions and who have the confidence that their contributions will be recognized and valued. According to this theory, empowerment is promoted in environments that provide community members with access to information, resources, support, and the opportunity to learn and develop. (Mattessich & Monsey ,2018) have noted that psychological empowerment includes feelings of competence, autonomy, and an ability to impact the project. Community members who are empowered are more committed to the project, more accountable for their work, and better able to fulfil their responsibilities in an effective manner. Empowerment is thought to occur when the project administrators sincerely engage people and progressively responds to this engagement with mutual interest and intention to promote growth.

Empowerment develops over time as community members gain greater control over their lives and increasingly take part in decisions which affect them. The principles associated with four guiding concepts in community participation include: equity (the integration of roles to achieve common goals and willingness of each member to contribute collectively toward a common goal), ownership (recognition by the individual of the connection between his or her individual contribution and the overall success of the project), partnership (development of relationships to promote mutual respect, enhanced communication, and collaboration to achieve project objectives), and accountability (willingness to invest in decision making and sharing a sense of responsibility for individual and collective outcomes) (Mattessich and Monsey, 2002). When principles related to these concepts are incorporated into individual and team behaviours, the community is empowered to achieve the outcomes of the project.

5.2Empirical review

Ife (2019) found that participation of local communities in development projects planning in the study conducted in Bangladesh has been found to be very low (7%) while the percentage is a bit high (24) in the implementation stage though it is mainly managed, guided, and directed by patron-client relations, mutual benefit-sharing and personal relations. Participation is limited to the rich and socially influential persons, without whom the elected representatives cannot think of their political successes.

Mukandala (2016) in his study conducted in the parts of Tanzania found out that decisions about who is to participate in the Ward Development Committees (WDC) who are the bottom local level decision-making bodies which pass requests before being forwarded to the levels in the district hindering their effectiveness in succeeding high levels of popular participation in decision making. This is because although the norms state that many positions are for people representatives, in practice decisions on who to attend can and were taken in some of the districts by government officer at higher levels of the administration who invited influential people when important decisions were made.

Manor &Crook (2015), in their study in India found out how control over participatory procedures affects the opportunity of citizens to participate. According to legislation, local councils should hold twice yearly meetings in each village. The purpose of such meetings was to ensure council's accountability to citizens and to identify priority target populations for assistance. However, councillors in most places abandon meetings after the first year or two. Also unannounced meetings when most villagers are away at work or at the market.

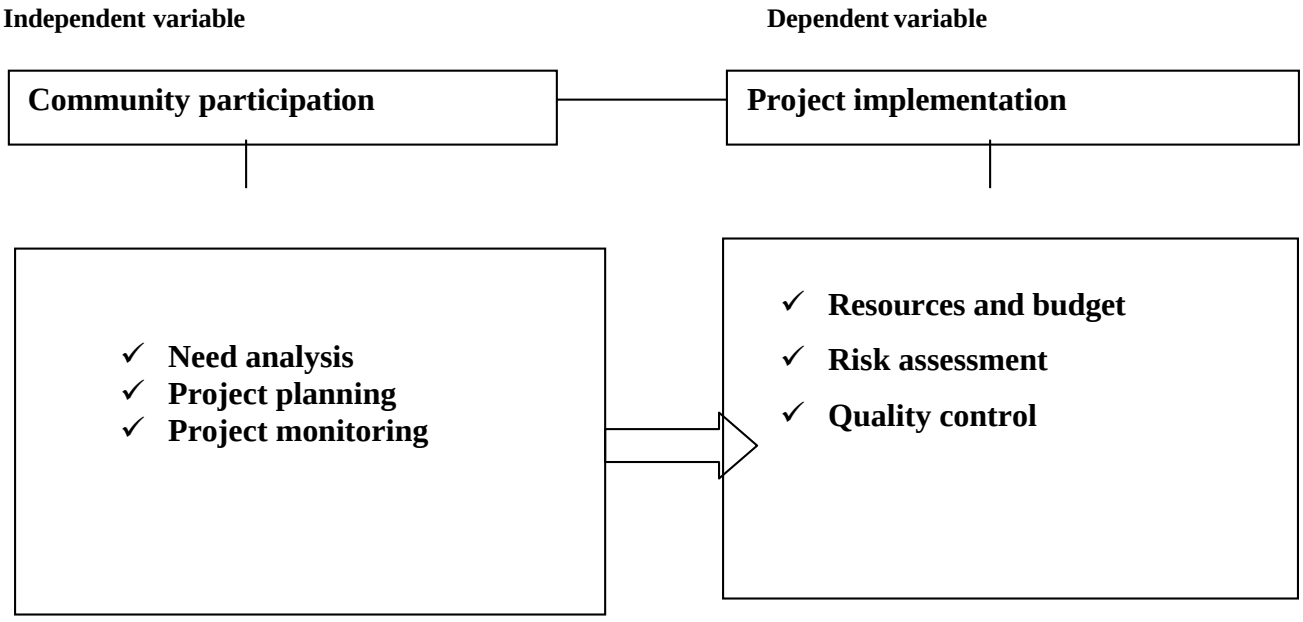
According to Ericson (2015), in Tanzania there are no citizen participation, the fact is that Elite or expert use their professional

power to citizen, instead of promoting people to participate in all issue which affect them. They impose their own ideas of development which do not serve citizen interest. Public participation approach allow citizen on a voluntary and conscious basic to organize themselves to solve their problems also participation give a group member a strengthened self-image, greater

5.3Conceptual framework

The conceptual framework gives a researcher's conceptualization of variables of the study. The interaction between the independent variables and dependent variable that is the researcher identifies mechanisms under which the community participation and project implementation can be displayed and measured.

Figure 2: Conceptual framework viewing the relationship between community participation and project implementation



(Source: researcher,2022)

The conceptual framework denotes a representation of the independent and dependent variable. It provides the measurable aspects of the independent variable. Community need analysis, project planning and project monitoring as attributes of

community participation, the mechanisms through which community provide and raise the contribution tothe framework of the organization of the project's implementation. The dependent variable is projects implementation that is measured resource and budget and quality that influence the dependent variable positively and cases of negative flow of the independent variable affect the dependent variable negatively. The prevalence of the independent and dependent variables account to the success in the development projects. The researcher assumes a significant relationship between dependent variable over its independent.

6.RESEARCH DESIGN AND METHODOLOGY

6.1Research Design

The study employed the descriptive survey design; descriptive research presents a picture of the specific detail of the situation, social setting, or relationship. The first purpose of research is simply to describe a person, a group, or social psychological phenomena (Kassin, 2001). It deals with the relationship between the variable, testing of hypothesis and developments of generalization and use of theories that have universal validity. Descriptive research helps to determine the answer to who, what, when, where, and how question descriptive surveys will to be used to discover causal relationship (descriptive correlation) to observe behaviour Mugenda & Mugenda, 1999). Descriptive study offers the researcher a description of relevance aspects of the phenomena of interest

6.2 Target population and simple size

6.2.1 Target population and simple size

Target population refers to the total of items about which information is desired (Kothari, Research Methodology, methods and techniques, 2004). The research population is also referred to as a large collection of individuals or objects that is the focus of a scientific query. The population of this study was composed of 90 employees of electricity supply Project in MUHANGA District. In view of the size of the target population, it will be more appropriate to treat the population as a study sample. Therefore, all 90 employees form the study sample. The researcher uses census method and therefore it will take all employees who work in internal audit, procurement department since the population is not very high. Therefore, since the population is less than 100, the sample size was 90 participants

6.2.2Sampling Design

Kothari (2004) defined sample design research adopts in selecting some sampling unity from which inferences about the population is drawn. Sampling technique is done before any data collection. In this work, the purposive sampling technique will be used for determining a representative population.

6.2.3Data Collection Instruments

Researchers differ in several aspects, but they do have some commonalities. One of the common aspects is the need to collect data. Data collection can be derived from several methods, which include interviews, focus groups, surveys, telephone interviews, field notes, taped social interaction, or questionnaires (Heaton, 2008). This study, therefore, used a guided field notes via questionnaires and financial statements.

6.3 Validity and Reliability of Research Instruments

O'Leary (2004) remarks, "Collecting credible data is a tough task, and it is worth remembering that one method of data collection is not inherently better than another." Therefore, which data collection method to use would depend upon the research goals and the advantages and disadvantages of each method. e information needs to help in answering the main problem.

Questionnaire: The researcher will use questionnaire simply because the responses would be gathered in the standardized way, and it was quick to collect information using a questionnaire. Closed questions were used to get respondent's responses and it is easier for a respondent to answer. In addition, the researcher used the open-ended questions to give the respondents space for explaining or her answer deeply and he or she could as well state or mention any information not captured in the questionnaire. The questionnaire was comprised of open and closed ended questions. The closed ended questions were constructed on a four-point scale and were measured using the scale as follows: 1 = Strongly Agree, 2 = Agree, 3 = Disagree, 4 = Strongly Disagree.

6.3.1Validity of the Instruments

Validity of instrument entails the extent to which the instrument indeed measures what it is intended to measure. Additionally, validity also shows whether the inferences drawn from the results are sensible (Lumpur, 2016). If a researcher administers a test to a subject twice and gets the same score on the second administration as the first test, then this is a proof that the instrument is reliable. Before conducting the actual data collection process, the researcher carried out pilot testing using 3 questionnaires which will be administered to a section of employees of electricity supply Project in MUHANGA District to ascertain the appropriateness of the instrument for data collection. The choice of using 3 questionnaires for pilot testing is supported by Lumpur (2016) statement that 10% of the study sample is appropriate for pilot testing. This exercise was carried out thrice and the results compared to identify any variations or inconsistencies.

6.3.2 Reliability of instruments

Reliability refers to the extent to which a measurement such as an instrument or a data collection procedure produces consistent results over repeated observations or administrations of the instrument under the same conditions. When the Alpha is greater than 0.70 that shows there is high reliability, if Alpha is less than 0.70 the instrument is not reliable.

Quantitative data was coded then analysed using Statistical Package for Social Sciences (SPSS) computer software version 22. The study adopted multiple regression analysis to test the relationships between the variables.

6.4 Data analysis

6.4.1 Mean

The best known and frequently used measurement of the centre of a distribution of a quantitative variable is known as the mean. The mean refers to "average or arithmetic mean of the values"; adding up the data points and dividing by how many they are, typically, a mean is designated by:

$$\mu = \frac{\Sigma X}{N}$$

Table6.1. Evaluation of mean

Mean	Evaluation
1.00– 1.49	Weak
1.50– 2.49	Tend to weak

2.50– 3.49	Tend to strong
3.50 – 4.00	Strong

7. DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

1.Demographic Information of the Respondents

This section describes the demographic characteristics of respondents who participated in this study.

2. Gender of the Respondents

This section presents gender information. The results are presented in table 4.1.

Table 7.1 Gender of the Respondents

Gender	Frequency	Percentage
Male	65	73
Female	25	27
Total	90	100

(Source: primary data,2022)

The study involved both male and female respondents. As shown in table 4.1, most of the respondents were male; 73% and 27% were female.

2. Age of the Respondents

The study sought to establish the respondents' age. The findings are shown in table 7.2.

Table 7.2: Age of the Respondents

Age Bracket	Frequency	Percentage
Between 15- 24 years	10	11.1
Between 25-34 years	22	24.4
Between 35-44 years	28	31.1
Between 45-54 years	15	16.7
Between 55-65 years	10	11.1
65 years and above	5	5.6
Total	90	100

(Source: primary data,2022)

As shown in table 7.2, 11.1% of the respondents were between 15-24, 24.4% between 25-34 years, 31.1% between 35-44 years, 16.7% between 45-54 years, and 11.1% between 55-65 years while 5.6% were 65 years and above.

3 Education Level

The study wanted to establish the education level of respondents. The findings are shown in table 4.3.

Table 7.3: Education Level of the Respondents

Education Level	Frequency	Percentage
Non formal education	20	22.2
Primary level	30	33.3
secondary	34	37.8
Bachelor	6	6.7
Total	90	100

(Source: primary data,2022)

As presented in table 37.8 % have secondary level as the highest level of their education. This is followed by primary holders at 33.3 and finally bachelor with 6.7%

7.3.4 Number of Years as Residents or working in ELECTRICITY SUPPLY PROJECT IN MUHANGA

The study wanted to establish the number of years respondents from the community have lived or worked in in ELECTRICITY SUPPLY PROJECT IN MUHANGA. Results are presented in table 7.4.

Table 7.4: Number of Years as Residents or working in ELECTRICITY SUPPLY PROJECT IN MUHANGA

	Frequency	Percentage
Less than 4 Years	15	16.7
5-9 Years	53	58.9
5 Years and above	22	24.4
Total	90	100

(Source: primary data,2022)

As shown in table 7.4, 16.7% of the respondents have lived in ELECTRICITY SUPPLY PROJECT IN MUHANGA for less than 4 years, 58.9% between 5-9 years, while 24.4% have lived and worked in MUHANGA for 5 years and above.

7.4 Success of project implementation

The study wanted to establish the extent to which respondents agree with the statements. The responses were based on a scale of 1-5 where 1 indicates strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree. The results are presented in table 7.5

Table 7.5: Influence of community participation in the success of project implementation

Statement	Mean	Standard Deviation
Increased access to clean electricity	4.56	0.81
Enhanced skills development	4.05	0.92
Improved Teamwork synergy	4.00	1.21
Increased household savings	4.01	1.12

(Source: primary data,2022)

Responses to the statements had means ranging from 4.00 to 4.56 & standard deviations of between 0.81 and 1.21 as presented in table 7.5. This means that respondents agreed with the statements, a sign that there is influence of community participation in the success of project implementation.

7.5 Influence of community Participation in Need Analysis on Success of project implementations

The study wanted to establish the degree to which respondents agree with the statements below on community participation in need analysis and its influence on successful project implementation. Responses were based on a scale of 1-5 where 1 indicates strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree. The results are shown in table 7.6 and 7.7.

Table 7.6: Influence of Community Participation in Need Analysis on Success of project implementations: Responses

Statement	Mean	Standard Deviation
community are involved discussions about problems facing the community and how to solve the problems	4.19	1.19
The community identified and prioritized their needs	4.37	1.15
The community identified the need for electricity supply project as their highest priority.	4.43	1.07
The community ideas and contributions were considered and incorporated when determining solutions to the electricity needs	4.00	1.17

(Source: primary data,2022)

Responses to the statements had means ranging from 4.0 to 4.43 as presented in table 7.6. This implies that the respondents agreed with the statements. The respondents agreed to the statement community are integrated in discussions about problems facing the community & how to solve the problems with a mean of 4.19 and a standard deviation of 1.19. The respondents agreed with the statement that the community identified and prioritized their needs with mean of 4.37 and a standard deviation of 1.15. The respondent additionally agreed to the statement that the community identified need for electricity supply projects as their highest priority with mean of 4.43 and a standard deviation of 1.07. As to whether their ideas and contributions were considered and incorporated when determining solutions to the electricity needs, the respondents agreed with the statement with mean of 4.00 and a standard deviation 1.17.

Table 7.7: Influence of Community Participation in Need Analysis on Success of project implementation

Responses

	Frequency	Percentage
Very great extent	54	60.67
A Great extent	20	22.48
Moderate extent	5	4.49
Little extent	8	8.99
No extent	3	3.37
Total	90	100

(Source: primary data,2022)

When probed about the extent to which community participation in need analysis influence success of project implementation, 60.67% agreed to a very great extent, 22.48% agreed to a great extent, 4.49% agreed to a moderate extent, 8.99% agreed to a little extent while 3.37% agreed to no extent, as shown in table 7.7.

7.6 Influence of Community Participation in Project Planning in Success of project implementation

The study wanted to define the degree to which respondents agree with the statements below on community participation in project planning & its influence on success of project implementation. The responses were based on a scale of 1-5 where 1 indicates strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree. The results are shown in table 7.8 and 7.9.

Table 7.8: Influence of community Participation in Project Planning on success of project implementation

Statement	Mean	Standard Deviation

The community participated in meetings for planning project	4.50	0.97
The community ideas and contributions were incorporated in design of project	4.29	1.09
The community agreed on the proposed location of various electricity kiosks	3.56	1.22
The community participated in coming up with the cost and budget for the project	3.10	1.55
The community mobilized resources (for example money, materials, labor, land etc.) towards realization of the project	2.61	1.50
The community was involved in coming up with a plan for implementing project	3.23	1.42
The community was involved in coming up with a plan for measuring performance and impact of the project (monitoring & evaluation plan).	2.39	1.18

(Source: primary data,2022)

Responses to the statements had means ranging from 2.39 to 4.50 as shown in table 7.8. The respondents agreed with the statement that the community participated in meetings for planning the project with a standard deviation of 0.97 and mean of 4.50. As to whether their ideas and contributions were incorporated in the design of project, the respondents also agreed to the statement with a standard deviation of 1.09 and mean of 4.29. They were neutral to statement that community agreed on the proposed location of the various electricity kiosks with a standard deviation of 1.22 and a mean of 3.56. They were neutral to the statement that the community participated in coming up with cost and budget with a standard deviation of 1.55 & a mean of 3.10. The respondents disagreed with the statement that the community mobilized resources (for example money, materials, labour, land etc.) towards realization of the project with a mean of 2.61 and standard deviation of 1.50. As to whether they were involved in coming up with a plan for implementing project, they were neutral to the statement with a standard deviation of 1.42 & a mean of 3.23. The respondents disagreed with the statement that the community was involved in coming up with a plan for measuring performance and impact (monitoring and evaluation plan) with a mean of 2.39 & standard deviation of 1.18, as presented in table 7.9.

Table 7.9: Influence of Community Participation in Project Planning on success of
Project implementation

Responses		
	Frequency	Percentage

Very great extent	30	33.7
A Great extent	20	22.48
Moderate extent	5	4.49
Little extent	24	26.97
No extent	11	12.36
Total	90	100

(Source: primary data,2022)

When inquired about the extent to which community participation in planning influence success of project implementation, 32.7% of respondents from the respondent agreed to a very great extent, 22.48% agreed to a great extent, 4.49% agreed to a moderate extent, 26.97% agreed to a little extent while 12.36% agreed, as shown in table 7.9.

7.7 Influence of Community Participation in Project Monitoring and Evaluation on Success of project implementation

The study wanted to show the degree to which respondents agree with the statements below on community participation in monitoring and evaluation and its influence on success of project implementation. Responses were based on a scale of 1-5 where 1 indicates strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree. The results are presented in table 7.10 and 7.11.

Table 7.10 Project Monitoring and Evaluation on successful implementation of the projects

Statement	Mean	Standard Deviation
The community participated in assessing project performance	3.80	1.32

Benefits from the project are enjoyed by stakeholders	4.00	1.15
Lessons learnt from assessing projects have been implemented	3.65	1.28

(Source: primary data,2022)

They were neutral to the statement that the community participated in assessing project performance with mean of 3.80 and a standard deviation of 1.32 as shown in table 7.10. The respondents agreed to the statement that Benefits from the project are enjoyed by stakeholders with mean of 4.00 and a standard deviation of 1.15. The respondents were also neutral to the sentence that Lessons learnt from assessing projects have been implemented with a mean of 3.65 & standard deviation of 1.28

Table 7.11 Influence of Community Participation in Project Monitoring & Evaluation on success of project implementation

Responses	Frequency	Percentage
Very great extent	59	66.29

A Great extent	22	24.72
Moderate extent	3	2.25
Little extent	3	3.37
No extent	3	3.37
Total	90	100

(Source: primary data,2022)

When enquired about the extent to which community participation in monitoring and evaluation influence success of project implementation, 66.29% of them agreed to a very great extent, 24.72% agreed to a great extent, 2.25% agreed to a moderate extent, 3.37% agreed to a little extent and other 3.37% agreed to no extent, as presented in table 7.11.

7.8 Correlation Analysis

The study wanted to show the correlation between the variables using Pearson Product-Moment Correlation Coefficient. The Pearson Product-Moment Correlation Coefficient denoted as r, is given as: $-1 \leq r \leq +1$; where 0 to 0.29 indicates weak positive correlation; 0.3 to 0.49 indicates moderately positive correlation; and 0.5 to 1 indicates strong positive correlation. Conversely, 0 to -0.29 indicates weak negative correlation; -0.3 to -0.49 indicates moderately negative correlation; and -0.5 to -1 indicates strong negative correlation. Results are shown in table 7.12.

Table 7.12: Correlation Analysis: Responses

	Community in Need Analysis	Community Participation in Planning	Community Participation in Project Monitoring & Evaluation	Success of project implementation

Community Participation in Need Analysis	Pearson Correlation Sig. (2tailed)	1	.865** .000	.913** .000	.945** .000
	N	90	90	90	90
Community Participation in Project Planning	Pearson Correlation Sig. (2tailed)	.865** .000	1	.959** .000	.954** .000
	N	90	90	90	90
Community Participation in Project Monitoring & Evaluation	Pearson Correlation Sig. (2tailed)	.913** .000	.959** .000	1	.971** .000
	N	90	90	90	90
Success of project implementation	Pearson Correlation Sig. (2tailed)	.945** .000	.954** .000	.971** .000	1
	N	90	90	90	90

(Source: primary data,2022) ** Correlation is significant at the 0.01 level (2-tailed)

The results shown in table 7.12 shows that there is strong positive correlation between all the variables since all the correlation coefficients are above 0.5. Correlation between all the variables is statistically significant since all the 2-tailed significance values are less than 0.01 at 99% level of confidence, this means that an increases or decreases in one variable does significantly relate to an increases or decreases in the second variable.

7.9 Regression Analysis

Multilinear regression analysis was done to determine the influence of independent variables (community participation in need analysis; planning; and project monitoring & evaluation) on the dependent variable, success of project implementations. The results are shown in table 7.13, 7.14 and 7.15

Table 7.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988a	.977	.976	.17534

(Source: primary data,2022)

a. Predictors: (Constant), Community participation in need analysis; project planning; and project monitoring & evaluation. R square defines the percentage of the dependent variable variation as explained by a given model. The model for this study indicates that 97.7% of the changes in success of projects implementation can be attributed to the independent/predictor variables. The implication is that 2.3% of the changes success of projects implementation can be attributed to other factors.

Table 7.14: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.274	3	5.069	7.6851	.000b
	Residual	66.748	86	0.776		
	Total	87.022	89	0.967		

(Source: primary data,2022)

a. Dependent Variable: success of project implementation

b. Predictors: (Constant), Community participation in need analysis; planning; and monitoring & evaluation the probability of 0.000 indicates that the model is significant in predicting the influence of the Community participation on success of project implementation.

The critical F-value is 7.6851 at 99% level of confidence. Thus, with F calculated (=7.68)> F critical (=3.622); the model is generally statistically significant

Table 7.15: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.035	.051		-.692	.490
need analysis		.408	.026	.399	15.913	.000
project planning		.032	.055	.033	.594	.553

project monitoring and evaluation	.189	.044	.201	4.308	.000

(Source: primary data,2022)

Dependent Variable: success of project implementation

The regression model derived from table 7.15 is as follows:

$Y= -0.035+ 0.399X_1 + 0.033X_2 + 0.201X_3$, Where Y is success of project implementations; X_1 is need analysis; X_2 is project planning; and X_3 is project monitoring and evaluation.

The regression model provided statistical control through which the study showed the influence of each predictor variable. For this study, holding all variables at zero will result in a negative influence of -0.035 on success of project implementations. A unit change in Community participation in need analysis will result in 0.399 increments in success of project implementation when all other independent variables are reduced to zero. Similarly, a unit change in Community participation in project planning will result in 0.033 increments in success of project implementation when all other independent variables are reduced to zero. Finally, a unit change in in Community participation in project monitoring & evaluation will result in 0.201 increments in in success of project implementation when all other independent variables are reduced to zero. The results also show that the coefficients for each independent variable are non-zero. This means that all independent variables influence the dependent variable.

8.DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

8.1 Discussion Key of Findings

1 Influence of Community Participation in Need Analysis on successful project implementation

The study presented that community participated in need analysis through participatory urban appraisal workshops and came to a consensus that their most urgent need was access to clean electricity facilities. The study showed that community participation in need analysis has an important influence on success of project implementations and improves when there is greater community participation in need analysis. These findings affirm the ones of Musa (2002), Barasa and Jelagat (2013) and Mulwa (2008) that community participation in need analysis improves success of project implementation. According to Musa (2002), There ought to be genuine request by a communal group within project whether assisted or non-assisted by the state or any development agency. This excludes the tendency to leave the projects when it is half-way finished and maintain the interest of stakeholder within them in project maintenance and protection. Barasa and Jelagat (2013) argue that if they don't contribute in needs analysis, even when the need is identified with the aid of the outside world they won't legitimize it. This leads to poor result hence there is a bigger chance of stalling at the execution / implementation stage. According to Mulwa (2008), stakeholders' participation in need analysis provides a solid foundation to find ways to solve the problem, helps to clarify the scope of the problem at hand and the resources available and enables them to set the objectives, goals and how the intended development will proceed.

2 Influence of community Participation in Project Planning and success of project implementation

The study presented that the community participated in planning with the guidance of ELECTRICITY SUPPLY PROJECT IN MUHANGA. The study also established that they had minimal planning skills such as coming up with project cost and budget, implementation plan, monitoring & evaluation plan, and resource mobilization. These findings agree with observations by Mulwa (2004) that some stakeholders have little or no organizational and managerial skills, likely leading to mismanagement and project failure. The study further established that community participation in planning has an important influence on success of project implementation; success of project iimplementation improves when there is greater community participation in planning. These findings therefore affirm findings by Mulwa (2008), Jain and Polman (2003), and Hague et al., (2003). Mulwa (2008) contends that for effective and success of project implementation to be realized, the community must participate through project implementation committees in, planning and other aspects such as resource identification, budgeting, procurement and allocation of resources. According to Robinovitz, (2015) experts are needed, but only as facilitators. Plans prepared by outside experts, irrespective of their technical expertise, cannot inspire the people to participate in their implementation. According to Hague et al., (2003), if people are integral to the planning of a project, then that project will be theirs. They have a stake in it not only as its beneficiaries, but as its originators hence do what they can to see their work succeed.

3 Influence of community Participation in Project Monitoring & Evaluation and success in project implementation

The study established that community participated in project monitoring and evaluation and that lesson from M&E have been implemented. The study additionally established that community participation in monitoring & evaluation has an important influence on success of project implementation and improves when there is greater community participation in monitoring and evaluation. Findings of this study affirm findings by World Bank (2010a). According to World Bank (2010a), stakeholders' participation in M&E is critical in success of project implementation since its suggestions new ways of appraising & learning from modification that are more inclusive & more responsive to the needs and aspirations of those most directly affected.

8.2 Conclusion

The objective of this study was to investigate the influence of community participation on success of project implementation. Results of the study indicate that there is a strong positive correlation between community participation and success of project implementation; an increase in community participation leads to an increase in success of project implementation. Similarly, a decrease in community participation leads to a decrease in success of project implementation. The study also showed that there is a relationship between community participation and success of project implementation; when community participation is zero, success of project implementation is negatively influenced. The study also showed various aspects of community participation influence success of project implementation with different magnitudes as shown by the regression analysis. community participation in need analysis has the greatest influence, followed by community participation in planning. community participation in monitoring and evaluation has the least influence on success of project implementation. Overall, success of project implementation improves with greater community participation throughout the project cycle.

8.3Recommendations

1. The study has shown that community participation in need analysis has the utmost influence on success of project implementation, any development interventions targeting a community ought therefore to ensure that stakeholder's involvement in need analysis if the intervention is to be succeeded.

2. Government, NGOs or any other development partners that support community-based projects should build the capacity of the stakeholders especially community so that they can effectively participate in project planning. They can be trained on aspects of project planning such as coming up with project design, project costing and budgeting, resource mobilization, drawing up implementation, monitoring and evaluation plans amongst others.

3. Community should be involved in the beginning of the project cycle leading up to monitoring and evaluation, otherwise their participation in monitoring & evaluation will have less impact.

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

Dear respondent,

I am a Graduate student of Master's in business administration in Project Planning and Management at University of Kigali conducting a study of community participation projects implementation in MUHANGA district. I assure you that your responses to the questions and any information you give shall be treated as confidential and shall be used for academic purposes only.

Section A: Demographics of participants (Pick the appropriate response)

1. Gender
   1) Male ☐
   2) Female ☐
2. Highest level of education
   1) Certificate ☐
   2) Diploma ☐
   3) Degree ☐
   4) Others ☐
3. Age
   a) 20 - 29 ☐
   b) 30 – 39 ☐
   c) 40 – 49 ☐
   d) 50 and above ☐
4. How long have you been in this organization
   1) Less than 1 year ☐
   2) 1-3 years ☐
   3) Between 3-5 years ☐
   4) 6 years and above ☐

5. Position held in the organization

1) Administrator ☐

2) Staff ☐

3) Manager ☐

SECTION B

The exploit of Likert scale hence 1= Strongly disagree, 2= Disagree, 3= Agree, 4= StronglyAgree.

Direction: nicely tick the column matching rating that best describes your answer using thebelow guide

Score	Mode of response
4	Strongly agree
3	Agree
2	Disagree
1	Strongly disagree

Section C: Community participation in project implementation

		Rankings			
	Response	**1**	**2**	**3**	**4**
	Need analysis				
1	The community mobilize itself to participate in providing labour tothe community project implementation				
2.	There is mobilization of the people by local leaders in project implementation				
3.	The community participate in resource mobilization for Project implementation				
4.	There are self-commitments of the members on directing project continuity				
5	The local community leadership sensitize on the management ofdevelopment projects				
	Project planning				
1	The community monitors the performance of project implementation				

2	The community participating in reporting progress of the Project implementation				
3	There is community leadership evaluation of project progress				
4	There is participation by community in monitoring the projects implementations				
5	There is consultations to the community in project implementation				
	The system of project guidance and reporting is done by the local community leadership				
	Project monitoring				
1	The community take decisions on planning for the nature of project implementation.				
2	There is participation in projects design through advising on the required road safety.				
3	The community sufficiently undertake decisions on the projects Implementation.				
4	The community take decisions on the route/ direction of the Project implementation				
5	There is community emphasis and participation as to quality of the Project implementation				
6	The community participate in effective decision-making concerning effect of project implementation				

Section D: **Project monitoring**

RANK.1= Strongly Disagree, 2= Disagree, 3=Agree, 4= strongly Agree.

		RANKING			
	Response	**1**	**2**	**3**	**4**
	Time of completion				
DV1	The projects are completed in the designed time				
DV2	The project phases are timely completed as required				
DV3	There is timely delivery of required materials for project				
DV4	The employees operate in a timely manner				
	Quality				
DV5	The project specifications are effectively adhered to				
DV6	The project is effectively designed according to set up				
DV7	The projects appearance are good and meet demands for establishment				
DV8	The projects established are durable for the long time				
	Budget				
DV9	The operations of the project fit in the budget framework				
DV10	The costs of operations are effectively monitored				
DV11	The day to day operations are determined to the daily budget				
DV12	There is required design for the cost of operations				

Section E: Challenges of community participation in project implementation

		Rankings			
	Response on challenges of community participation in projects	**1**	**2**	**3**	**4**
1	Lack of policy on the direct community involvement in projects				
2.	Locally elected representatives' personal interests				
3.	Project structural barriers limit the project in development				
4.	Political intervention in project selection				
5.	Lack of dissemination of project related information				
6.	Low degree of education and information on projects				
7.	Lack of awareness on the project's establishments				

APPENDIX II: INTERVIEW GUIDE

1) What is the condition of community participation in the Project implementation?
2) What is the state of the success for the project implementation in Muhanga district?
3) How does community participate in the development projects in Muhanga district?
4) What is the effect of community participation on success of project implementation?
5) What are the challenges encountered by the community in project implementation in Muhanga district?