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PROJECT IMPLEMENTATION STRATEGIES AND PERFORMANCE OF RWANDA UTILITY REGULATORY AUTHORITY HEAD QUARTERS (TWIN TOWERS) PROJECT.

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Abstract

The study focused on the assessment of the effect of project implementation strategies and performance of the Rwanda Utility Regulatory Authority Twin Towers building project with highlighted objectives :To establish the effects of stakeholders involvement on performance of the Rwanda Utility Regulatory Authority Twin Towers Building project, to ascertain the effects of project communication on performance of the Rwanda Utility Regulatory Authority Twin Tower building project lastly to ascertain the effects of financial resource management on performance of the Rwanda Utility Regulatory Authority Twin Tower building project. Descriptive research design was applied; the target population was 86 employees of Rwanda Housing Authority (RHA). By using census, the sample size was 86 who are involved in project implementation to represent the group in sampling. A questionnaire, containing close-ended questions was used as primary data collection tool and documentary read applied for collecting secondary data. The collected data analyzed by using SPSS version 24 for the mean, standard deviation correlation and regression analysis. The presentation of findings was done by using tables, the pilot study was performed to test validity and reliability of instruments used in data collection. The findings have shown that project stakeholder and performance of RURA TTP has strong positive correlation of 0.865 and sig=0.000 which was less than 0.01significance level. The result also shown that stakeholder communication was correlated with performance of RURA TTP at 0.872 which was a positive correlation and significance of 0.000 which was less than significance level of 0.01.Futher the findings have shown that financial resource management and RURA TTP of 0.794 and sig=0.000 which was below of significance level of 0.01. The overall correlation indicated that project implementation strategies contribute at Pearson correlation of .844 which indicates strong correlation between project implementation strategies and performance of RURA TTP. The study recommended that the contractors to strength the strategies formulated and organizational commitment during various aspects of project such as identification, implementation and evaluation in the way of allocation resource and attaining project objectives smoothly which help to gain competitive advantage in construction industry.

1.0 Background of the study

All over the world, project implementation strategies provide the boundaries for project in order to meet its goals and objectives (Ramadan, 2015). It is better for project management organizations to have clear, well-communicated strategies that support the project. Before project implementation, the organizations have to set in place the way of how to control that project strategies would be suitable in order to accomplish the end purpose by using the available resources (Ramadan, 2015).

Studies Worldwide, in United States Velayudhan and Thomas (2016), conducted amplitude research in construction industry shown that one third of the projects did not meet the estimated cost and schedule. In developing countries, the reasons exposed for poor performance were: poor communication, poor management, financial problems, design and scope change, adequate materials, unqualified labors. The achievement of objectives during the execution phase it requires the use of tools and methods for delivering successful projects (PMI, 2013), therefore, projects must be implemented by using a systematic and organized process in order to achieve project success.

The 2017 Africa construction report by Deloitte puts global overruns on time and cost for mega projects at 90% while in Nigeria research has shown that 70% of implemented projects get delayed. Tesfa (2016) in Addis Ababa City Administration, from the result of an analysis conducted about the delays' factors of roads construction projects shown that 80% of projects were put up time overrun. In Kenya, time and cost overruns significantly negatively negative on project

implementation with time delays of 48% and cost overruns of 87% being recorded (Deloitte, 2017; Gbahabo and Ajuwon, 2017).The identified cause of delay were inadequate planning, management, communication, unprofessional contractors, outsourcing challenges, financial problem allocation, reworks.

In Rwanda, Construction of building remains an important industry to determine the growth of economy because construction projects include many stakeholders and therefore boost the economic activities for the development of a country. Chia, Skitmore, Runeson, & Bridge (2011) the building sector is still an emerging industry and it is an important foundation in boosting a country's economy. Kigali city buildings have been raising and many construction companies played great role in the effective and successful completion of all the construction processes. Even though experienced contractors bid for the construction activities, many construction projects in Rwanda overruns the completion time. Some building construction projects in Kigali city experienced a wide range of delays. A typical example is the case of Kigali City Market, Kigali City Tower (KCT), Kigali Conventional Center (KCC), Kigali Height, Down town market, MIC, CHIC, M & M Plaza, Makuza Plaza, among many (Anyango, 2019).

1.2 Problem Statement

The Construction sector is one of the most turbulent and challenging industry according to Róisín Murphy and Oluwasegun Seriki (2021). Pinto (2016) stated that to find the suitable manner of project implementation is complicated that why it requires enough resource in terms of financially, qualified labors, appropriate materials, remembering refer on the plan. If it is taken seriously and bringing all together would help to achieve the project success. In Rwanda from Amandin and Julius (2016) findings, the public construction projects were delayed between 2012 and 2015 were 65.7%. A global analysis of construction projects has been conducted to review the main factors of delays in Rwanda. A statistical analysis conducted on construction building projects since 2010 to 2020 for 15 projects conducted, none of them meet the deadline as per the schedule. It was observed that 15% of these projects were cancelled and 75 % needed more time to be added for the project to be completed (Chandu *et al.*, 2016).

According to the East African Newspaper (2015), there are reasons of delay in the construction industry like changing contractors during project execution, change of original design, ineffective communication; incompetent participants, importation of most of materials to be used and economic conditions among others. The study conducted by Cytonn Real Estate (2018), the challenges facing Rwandan construction sector are high cost of building projects because most construction materials are imported from abroad.

After reviewing Mandala's study (2018), the study comes to fulfill the effect of project implementation strategies and the performance of the Rwanda Utility Regulatory Authority Twin Towers building project. Therefore, this research focus to contribute on previous study by ascertaining the effect of project implementation strategies and performance of Rwanda Utility Regulatory Authority Twin Tower building project with specific objectives of assessing the effect of stakeholders' involvement, project communication and financial resource management on project performance.

1.2Research Objectives

i. To establish the effects of project stakeholders' involvements on performance of Rwanda Utility Regulatory Authority Twin Tower Project.

ii. To ascertain the effects of project communications on performance of Rwanda Utility Regulatory Authority Twin Tower Project.
iii. To establish the effects of project financial resource management on performance of Rwanda Utility Regulatory Authority Twin Tower Project.

1.3 Research Hypothesis

$H0_1$ There is no significant effects of stakeholder involvement on performance of construction project of Rwanda Utility Regulatory Authority Twin Tower Project.
$H0_2$ There is no significant effects of project communication on performance of construction project of Rwanda Utility Regulatory Authority Twin Tower Project.
$H0_3$ There is no significant effects of financial resource management on performance of construction project of Rwanda Utility Regulatory Authority Twin Tower Project.

2.1 Theoretical Framework

2.1.1. Communication Theory

The emergence of communication theory is credited to the works of Stephen Littlejohn in 1983 while examining the structures of communication networks (Van-Ruler, 2018). The foundation of communication theory puts in motion the concept of strategic communication and how it is useful in enabling cross-sectional transmission of information. Other notable recent discussions on the validity of communication theory include, Zerfass, Verčič, Nothhaft and Werder (2018) who related utilization of comprehensive information distribution model to deliver critical communication relating to government operations.

The communication theory appreciates the binary aspects of information exchange which is interaction and participation. This is relevant in the context of project management and in particular on the critical factor of stakeholder management. Evidence, from Gachie (2019), shows that effective execution of project implementation exercise is significantly pegged on the existence of a communication framework. (Antoshin, *et al.,* 2017).

2.1.2. Stakeholder Theory

The stakeholder theory is developed by Edward Freeman in seminal pitches on strategic management. The stakeholder theory has been described as perspective, a set of ideas and expressions related to the overarching objective of maximizing the stakeholders' value. Along with Rehnman's contributions, Freeman's Strategic Management, stakeholder approach (1984) provided one early and most influential definitions of stakeholders. A stakeholder is a group of people can be clients, employees, suppliers, investors, and so on who involved in project activities or impacted by the project activities. The books argue that the firms need to take into consideration to the stakeholders' need.

The theory explained the role of stakeholders' management and taking into consideration helped in delivering project success (Uribe, Ortiz-Marcos & Uruburu, 2018). Kathongo (2018) stated that the stakeholder theory also focuses the acceptable rules and regulations, moral behaviors to ensure effective stakeholder management in the course of project execution. The stakeholder theory emphasizes about the engagement of stakeholders in the project implementation activities. It will be a successful foundation strategy to incorporate stakeholders in decision making

2.2 Empirical literature

This section provides general empirical evidences regarding the specific objectives of this research study.

2.2.1 Project stakeholders' involvement and performance of construction project

Mandala (2018) sought the influence of stakeholders' involvement management and performance of road construction projects in Kenya. Specifically looking stakeholders' involvement in project life cycle stages and the performance of road construction. Both descriptive and cross sectional design were used. The target population was 48,002 residents.

The results of 51.5%, 59.8%, 58.2%, 49.9%, 79.8% shown that stakeholders involved in project life cycle in terms of identification, initiation, planning, implementation, monitoring and evaluation respectively.

By using regression method, regression coefficient of 0.478 (p-value=0.000), shown that the results indicated that stakeholder involvement had an influence in project planning, a regression coefficient of 0.194 (p-value=0.048) also indicated that stakeholder involvement has an effect in project implementation, a regression coefficient of 0.505 (p-value=0.000) indicated that stakeholder involvement in monitoring and evaluation is more important factor in project performance.

2.2.2 Project Financial resource management and performance of construction project

Baraka's study (2021) focused on establishment of the effect of resource management strategies and construction projects in Rwanda, specifically in Land Survey and Engineering Consultancy Ltd, by identifying the factors influencing the resource management strategies and performance of construction projects, by ascertaining the effect of resource management strategies and performance of construction projects and by establishing the effects of resource management skills and performance of construction. The researcher used descriptive research methodology, 168 members were target population and all were used as sample. Questionnaires were used as quantitative data collection procedure. SPSS 21.0 version was used for analyzing data by presenting tables and graphs.

Findings of correlation coefficient of 0.941 indicated that resources management is related highly the performance of construction projects in Land Surveying and Engineering Consultancy Ltd. The result demonstrated by a regression analysis coefficient of 0.886 also shown that the resource management practices are high related with the performance of construction project in Rwanda specifically in Land Surveying and engineering Consultancy Ltd.

2.2.3 Project communication on performance of construction project

Gisele (2016) conducted a research to evaluate the relationship between of communication management strategies on project success in Rwanda a case study of Right to protection and participation project. The specific objectives were to examine the communication management strategies at Right to protection and participation project, to assess the level of project success at Right to protection and participation project and to ascertain the relationship between communication management strategies and project success at Right to protection and participation project. The target population was 1654, the sample size was 94 people selected using purposive sampling. Primary data was collected through self-administered questionnaires and documentary review was used for secondary data. The research used quantitative techniques and multiple regression analysis in analyzing the data. Data analysis was done using SPSS 20 which helped to summarize the coded data and facilitate quick interpretation of the results.

The research findings were obtained on the impact of communication management strategies on project success, based on the objectives and research questions. In line with research question; the study identified that r = 0.869, indicated that there a great influence of internal and external communication in performance of construction projects. Results shown that r 2= 0.755, which meant that 75.5% of total variation in project success, could be explained by linear relationship between communication management strategies and project success and the remaining total variation of 24.5% was unexplained (due to factors beyond the research control).This correlation was described as generally strong.

2.3 Conceptual Framework

Independent variables

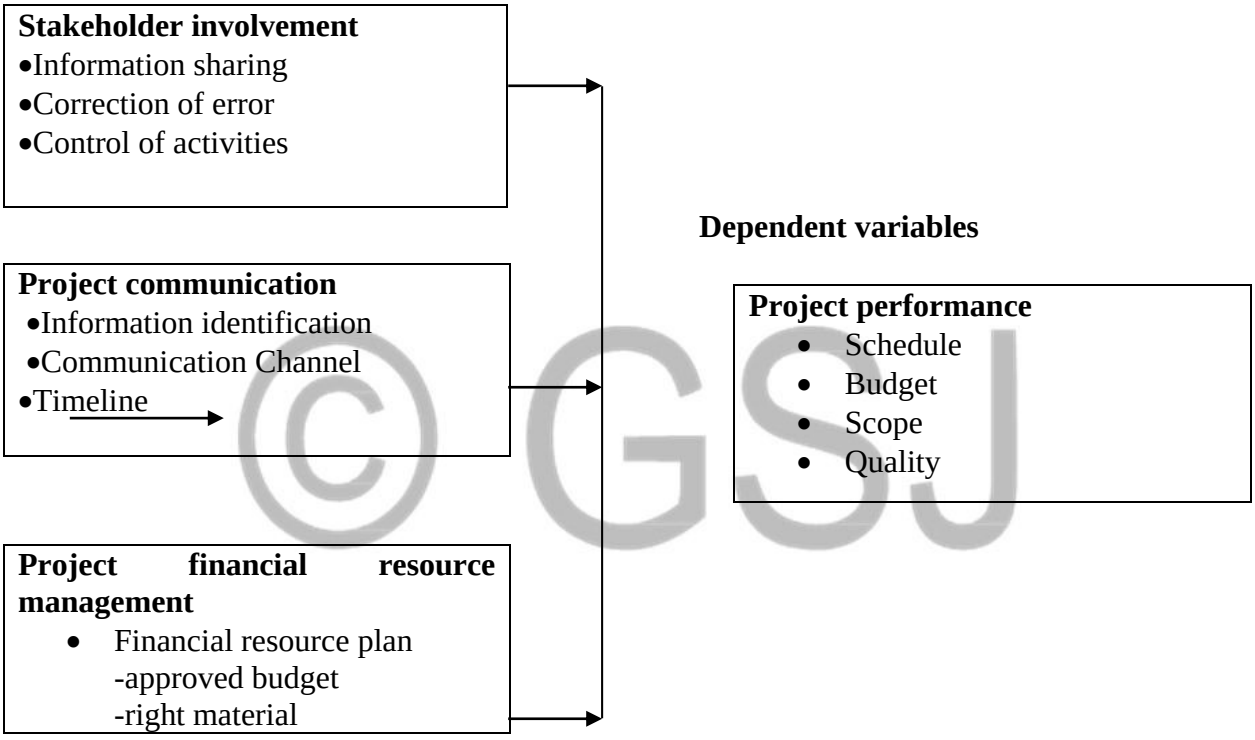

Figure 2.1: Conceptual Framework

3.0 Research Design

The study used descriptive survey research design; the researcher observed that was completed for this kind of study. Descriptive survey approach gave the best statistical foundation. This study examined the relationship between the implementation strategies and the performance of construction project. Descriptive survey approach found to be best suited to present the findings of this study. This because upon processing the field data, the effect of project implementation strategies will be analyzed through inferential data derived from the descriptive statistical analysis in terms of percentages, frequencies, mean, and standard deviation. Inferential statistical analysis in terms of correlation and regression was performed. Therefore, in order to gain optimal conclusive evidence effect on project performance of construction project. Population is group of

items, individuals, objects about the researcher wants to draw conclusion. This study, the target population in included officers that forefront in facilitating implementation of strategies and performance of RURA TTP. In this study, the population was 86 project members, including managers, supervisors and other project staff. The sample size refers to the determined representative portion of a population that is drawn from a bigger population which is the target of the study (Bell *et al.*, 2018). The study used census technique because target population was small. The study used stratified sampling technique to select 86 respondents because target population was in five categories of employees: This study used a structured questionnaire as the primary data collection instrument that allows the respondents to express their opinions. Data collection instrument refer to the tool used by the researcher actually to collect data in the research process (Hair, Wolfinbarger, Money, Samouel & Page, 2015). The questionnaires comprise the close-ended questions which ensured understandable and quick responses with take care about the respondents' availability. A 5-point Likert scale used to gather data, where 1 was the least level of satisfaction and 5 the highest level of satisfaction. The questionnaire divided into two different section namely; Section A, which covered demographic details of the respondents, section B which cover the independent variables and dependent variables of the study, 1 collected data on stakeholders involvement variable, section 2 collected data on communication, section 3 collected data on financial resource management and section 4 collected data on dependent variable which determined project performance. The researcher used Microsoft Excel as the primary software for recording raw data and cleaning it before exporting final product to SPSS version 24. It is the process applying techniques by inspecting and modeling data with the objective of establishing valuable outcomes, appropriate conclusion, and informing decision making.

$Y=B_0+B_1X_1+B_2X_2+B_3X_3+\varepsilon$

4.0 Findings and Discussion

4.1 Descriptive Analysis

4.1 Performance of RURA TTP Rwanda Utility Regulatory Authority Twin Tower Project.

Responses	SA	A	N	SD	D	MEAN	Std.DEV
There is timely completion of projects at RURA TTP	1	2	5	20	70	3.53	.31
RURA TTP Projects is concluded within budgeted cost	60	20	20	0	0	3.45	.40
RURA TTP projects undergo scope variations	55	25	20	0	0	3.37	.48
Completed RURA TTP projects are meeting their intended purpose	5	15	68	10	12	3.27	.45

Source: Primary data (2022)

Table1, indicated that 5.7% of the respondents strongly disagreed, 70% of the respondents disagreed, 20% and 5% of the respondents chose neutral option, on the other hand 3% of the respondents agreed and strongly agreed that There is timely completion of projects at RURA TTP

and this is presented with a strong mean of 3.53, and homogeneous standard deviation of .31. The respondents 10% strongly disagreed, 20% chose neutral option while 20% of the respondents agreed and the majority 60% of the respondent's strongly agreed RURA TTP Projects is concluded within budgeted cost; this is presented with a strong mean of 3.45, and homogeneous standard deviation of .40.

The findings revealed that 20% of the respondents chose neutral option while 25% of the respondents agreed and the majority 55% of the respondents strongly agreed that RURA TTP projects undergo scope variations and this is presented with a strong mean of 3.37, and homogeneous standard deviation of .48. From the table above again the findings indicated that 12% of the respondents strongly disagreed, 10% of the respondents disagreed, 68% of the respondents chose neutral option while 15% of the respondents agreed and 5% of the respondents strongly agreed that Completed RURA TTP projects are meeting their intended purpose/user's requirements; this is presented with a strong mean of 3.27, and homogeneous standard deviation of .45 and this is due to delay of more than 3 moths up to know to complete.

4.2. Inferential Statistics

Table 1. Summary of Correlation

Particulars		Performance	Project stakeholders' involvements	Project financial resources management	Project financial resources management
Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	86			
Project stakeholders' involvements	Pearson Correlation	.865**	1		
	Sig. (2-tailed)	.000			
	N	86	86		
Project communications	Pearson Correlation	.872**	.207*	1	
	Sig. (2-tailed)	.000	.000		
	N	86	86	86	
Project financial resources management	Pearson Correlation	.794**	0.41	0.562	1
	Sig. (2-tailed)	.000	.000	.000	

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

Source: Primary data (2022)

Key 1- Performance, 2- Project stakeholders' involvements 3- Project communications, 4- Project financial resources management.

Results in Table 2, Pearson correlation revealed that there was a strong positive relationship between project stakeholders' involvements and performance at the coefficient of correlation was 0.8655. The probability value = .000 which is less than 0.05. This means that there is a relationship of 86.55% between project stakeholders' involvements and performance in RURA TTP Secondly, correlation analysis indicated a weak relationship between Project communications and performance of 0.8725 The probability value = .000 which is less than 0.05. This implies that there is a strong relationship of 87.25% between Project communications and performance of RURA TTP.

Last, the result of correlation indicated moderate relationship between project financial resources management performance of 0.7942. The probability value = .000 which is less than 0.05. This implies that there is a relationship of 79.42% between project financial resources management and performance.

4.3 Regression analysis

In regression the researcher analyzed the model summary, variances and coefficients of variables in determining the effect of project implementation strategies and performance of RURA TTP.

Table 3. Model Summary

Model	R	R Square	Adjusted R square	Std. Error of the estimate
1	.953[a]	.908	623	.1653

Source of primary data (2022)

From the table 14; regression analysis revealed a positive relationship (R = 953). The R coefficient of 0.953 indicates that the predictors of the model which project stakeholders' involvements, Project communications and project financial resources management, have a correlation of 95.3% with the dependent variable (performance) The study also revealed that a combination of project stakeholders' involvements, Project communications and project financial resources management together contributed to 90.8% (R^2= 0.90.8) of the performance.

Table 3. Analysis of variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.992	4	.248	5.11	.015[a]
	Residual	.369	237	.045		
	Total	1.361	241			

Source: primary data (2022)

a. Dependent Variable: Performance in RURA TTP ,

b. Predictors: (Constant), project stakeholders' involvements, Project communications, and project financial resources management.

Table 3 shows that variations in performance can be explained by the model to the extent of 0.992 out of 1.361 or 72.8 % while other variables not captured by this model can explain 27.1 % (0.369 out of 1.361) of the variations in performance. F value of the model produces a p-value of 0.015 which is significantly different from zero. A p-value of 0.015 is less than the set level of significance of 0.05 (0.015<0.05) for a normally distributed data. This means that the model is significant in explaining performance in RURA (Twin Tower Project).

Table 4. Coefficients

Model		Unstandardized Coefficients		Standardize Coefficients			95% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
		B	Std.err	Beta				
1	(Constant)	.562	.863		.292	.774	.262	.601
	Project stakeholders' involvements	.816	.255	.212	3.849	.046	.185	.322
	Project communications	.672	.482	.237	2.835	.047	.056	.443
	Project financial resources management	.572	.322	.452	1.265	0.04	.068	.210

Source: Primary data (2022)

a. Dependent Variable: Performance in RURA (Twin Tower Project)

From the data in table 4, the established regression equation was:

$$Y = 0.562 + 0.212X_1 + 0.237X_2 + 0.452X_3$$

The regression output is laid on Table 4.11 Standardized coefficients (Beta) were used to determine the relative importance of the significant predictors of performance. The larger the absolute standardized coefficient, the larger the contribution of that predictor to performance as indicated by the T-statistics. The project stakeholders' involvements contribute to (β=0.212) to performance, followed by Project communications (β=0.237), and project financial resources management (β=0.452).

In fact a unit change in project stakeholders involvements, would lead to increase in performance in RURA TTP by a factor of 0.212 which is the most predator of the research, a unit change in Project communications, lead to increase in performance in RURA TTP by a factor of 0.237 and a unit change in project financial resources management would lead to increase in performance in RURA TTP by a factor of 0.452.The study also found that all the p-values were less than 0.05, this indicates that all the variables were statistically significant in influencing the performance in RURA TTP

5.0 Conclusions

The study concluded that stakeholders' engagement should inclusive and all relevant stakeholders likely to be affected by the project directly or indirectly should be involved. Equally stakeholders who are known to oppose the project should be engaged in a constructive manner and the air cleared for any grievances put forward. This simple act could translate to being the difference of failure versus success of the project.

The study concluded that the resource management has been all along looked in a narrow perspective where the focus has been on financial funds. However, time as a resource has come to spotlight since project has to be implemented within certain established dates.
Finally, research concluded that project implementation strategies contribute to Rwanda Utility Regulatory Authority Twin Towers Project at 84.4% (r=.0844) which is strong correlation. Project implementation strategies facilitate project manager in execution of project activities to be consistent in the way of revealing new issues and challenges that planners may not have anticipated, ultimately resulting in more refined and strengthened strategies.

6.0 Recommendations

The objective of the research was to analyse the effect of Project implementation strategies on performance of RURA TTP (Rwanda Utility Regulatory Authority Twin Tower Project). The research revealed that all variables of the research affect significantly to the performance of RURA TTP. However, during the data analysis of the first objectives which was the assessment of the effect of project stakeholders involvements on the performance of RURA TTP**,** a number of respondents disagreed and other remained neutral to the statement relate to the project stakeholders involvements in RURA TTP and their effect on performance; it is form that point of view the recommends to RHA, to strengthen the project implementation strategies formulated such as project stakeholders involvements, Project communications and the project financial resources management so that it contribute in achieving project objectives effectively and efficiently.

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