



Project implementation practices and the project performance of construction of Nzove Water Treatment Plant II phase I, KIGALI – RWANDA

INGABIRE Jean Bernard¹

¹Master's student (Master of Science in Project Management), Graduate School, University of Kigali, Rwanda.

ABSTRACT

The aim of this study was to establish the key factors affecting project implementation. The problem was that many projects fail in the implementation stage and they do not meet stakeholder's expectations even if previous phases are well done. Specific objectives of this study were: to assess the effect of involvement of stakeholders, assessment of impact of monitoring and evaluation and assessment of effect of management policy in success of project implementation. The case of construction Nzove, Water Treatment Plant II phase I designed to produce 25, 000 cubic meter of clean water to be supplied in Kigali town. The target population for the study was 219 employees of Water and Sanitation Corporation limited which is the company that is in charge of management of infrastructures related construction of Nzove II phase I and Culligan which is the company that implemented the construction of Nzove II phase I. A sample of 34 employees was carefully chosen from target population with use of stratified random sampling. Data collection was from the sample using questionnaires. The data collected were analyzed through both qualitatively and quantitatively to provide answers to the identified research questions. The researcher used a descriptive research design employed as a cross-sectional study. The study come up with fact that involvement of stakeholders including communication and reporting through stakeholders in project management affects implementation of projects, also, monitoring and evaluation affects implementation of projects including activities inspections, reporting system and reporting frequency; also, policy management affects implementation of projects including influence on the risk management and flexibility of policy management. While the research undertaken in this study only investigated whether involvement of stakeholders, monitoring and evaluation and management policy affect implementation of projects and did not investigate whether these factors are correlated in the way they affect implementation of project. For example, management policy might be influencing implementation of projects through the way it influences involvement of stakeholders or monitoring and evaluation the recommendation is that further research should be undertaken to determine whether involvement of stakeholders, monitoring and evaluation and management policy are correlated in the way they affect implementation of projects.

Key words: project performance, involvement of stakeholders, monitoring and evaluation and management policy in project implementation phase.

I. Background to the study

Generally, all stakeholders for a project have one shared goal: to carry out the work of the project for the purpose of achieving to the project's objectives. Every project has a commencement, a middle period where activities move the project toward the final point. The end point can be either positive or ineffective. Usually a project may have the following four key phases: initiation phase,

planning phase, implementation phase, and closure phase. All phases are considered as the path a project takes from the commencement to the end. This is so-called the project “life cycle.”

Various researchers have demonstrated that a standard project has four major phases including initial phase, planning phase, implementation phase and termination/closure phase. Initiation phase encompasses all the steps you must take before a project is approved and any planning begins. The goal is to define your project at a high level and tie it into the business case you wish to solve. Initiation phase is considered as the first stage of a project where project needs or objectives are identified and response to the need or possible means to achieve project objectives is recommended. The planning phase is considered as second phase of a project. The phase of planning is must be excuted with documented project plans, the deliverables of a project and requirements are defined, and the project plan is produced. It contains a set of plans creation to support guidances to the team through the implementation and closure phases of the project. Planning phase, where the project solution is more developed in and all plans necessary to accomplish the initially established goals are established. This phase include scheduling, budgeting, and the allocation of other specific tasks and resources. The implementation phase is considered as third phase of a project. Implementation phase is all about putting project plan into action. In this phase, the project manager must organize and manage the project resources toward acheivement of project objectives with reference to the elaborated plan. Implementation phase, where all the planned activities are put into action. At this stage monitoring and control of project progress is important to ensure that the project is implemented as per the schedule and management policies should be flexible for necessary adjustment and must be recorded as variances from the original plan. Through this phase all project key stakeholders should be involved and continuously informed on status of the project. Project termination (or close-out) is the last stage of managing the project, and occurs after the implementation phase has ended. An evaluation must be carry out with the end user and other project stakeholders, during which the project results are assessed against the project's stated intentions and objectives. Termination phase, once the project is completed, there are several final activities that must be performed. These activities usually include the release of resources and transfer of the project to the clients and if necessary, the reassignment of project team personnel. (Jeffrey & Dennis, 1987).

Amongst the four phases of project life cycle, the success of each project relies on the implementation phase of the project. The project implementation process requires adequate resources including Human, Budget and technical Variables. Sometimes Project managers requires to success the project implementation without these sufficient resources which make job difficult for them.

Different authors have written of factors that may hinder the success of project implementation. Metzger (1983) listed problems mostly encountered during project implementation as poor planning, undefined contract, unstable problem definition, inexperienced management, political pressure, ineffective change control and unrealistic deadline. According to (Horine, 2005), project implementation success may be hindered by many factors but not limited to inadequate planning, lack of management support, inadequate project sponsor, lack of communication, unforeseen technical difficulties, luck of clear role and responsibilities, inadequate project managers,

inadequate progress tracking and so on. This research will focus on key factors that can affect the effectiveness of project implementation because if the company is able to identify and understand the critical success factors the chance of a project success can be increased. Mobey and Parker (2005)

Reference is made to Standish Group, (2015) in its chaos report mentioning that in implementation phase, where only 44% of projects were On Budget from FY2011–2015, only 40% of projects were On Time from FY2011–2015 and only 56% of projects were On Target from FY2011–2015 within the new CHAOS database of global perspective. In Africa, 50% of projects financed by International Finance Corporation (IFC) fail in implementation phase (Therese & Mbabazi, 2016). In Rwanda, 41% of projects fail to Achieving project objectives/goals.

II. Research problem

The importance of avoiding project failure in a rapidly evolving project-driven 21st century cannot be overemphasized. Challenges in understanding reasons for project letdown and / or achievement have proven sticky, even with attempt by many specialists and researchers over the years. In spite of attempts to make project valuation and delivery more stark, a significant proportion of effort results in project that does not meet end-user beliefs and are consequently omitted.

Many projects fail in the implementation stage and they do not meet stakeholder's expectations even if previous phases are well done. Referring to Standish Group, (2015) in 50,000 software projects showed that 71% failed in its implementation. The modern resolution of project implementation (On Time and On Budget with a satisfactory result) of all software project from FY2011-2015 within the new CHAOS database show that projects succeeded in implementation phase were ranging between 27% and 31%, projects that were challenged in implementation phase were oscillating between 49% and 56% while projects totally failed in implementation phase were between 17% and 22%. Several studies have been done all over the world and prove that 50% of projects financed by International Finance Corporation (IFC) fail in implementation phase. In Rwanda, ineffective involvement of stakeholders leads to failure of many project (Therese & Mbabazi, 2016). While the role of monitoring can be defined as constant evaluation of a program or project with the conventional schedule and that of assessment is to regulate analytically and accurately the relevance, efficiency, efficacy, sustainability and influence of all goings-on in the light of a project / program routine, concentrating on the analysis of the progress made towards the accomplishment of the specified purposes. Reference is made to Robert (2015), more than two-thirds of International Labor Institute independent assessments flag poor or lack of monitoring and evaluation (M&E) methods and practices as principal limits to project success (Robert, 2015).

Poor implementation of management policy leads to micromanagement, poor Communication, stubbornness, not making productive use of employees and bad approach or nonexistence of uprightness towards Employee JM. This can affect the effective project implementation (JMAMONI, 2018).

III. General purpose of research

The general purpose of this study was to investigate factors affecting project implementation: the case of construction Nzove II, Water Treatment Plant phase I designed to produce 25, 000 cubic meter of clean water to be supplied in Kigali town.

IV. Specific objectives of research

To examine the effect of involvement of stakeholders on project implementation in construction of Nzove II phase I.

To establish effect of monitoring and evaluation in the implementation phase of construction of Nzove II phase I.

To investigate the effect of management policy on project implementation in construction of Nzove II phase I.

V. Research hypothesis

The following hypothesis was proposed:

H: In project implementation phase, there are factors affecting project implementation.

The following sub-hypotheses are proposed:

1) Stakeholder involvement refers to participation of interest groups (i.e. representatives of locally affected communities, national or local government authorities, politicians, civil society organizations and businesses) in a planning or decision-making process. The researcher believed that involvement of stakeholders has significant effect on project implementation.

Ho: involvement of stakeholders is the factor that affected project implementation practices and project performance of Nzove Water Treatment Plant II phase I.

Ha: involvement of stakeholders had no impact on project implementation practices and project performance of Nzove Water Treatment Plant II phase I.

2) Monitoring and evaluation (often called M&E) is a combination of data collection and analysis (monitoring) and assessing to what extent a program or intervention has, or has not, met its objectives (evaluation). The researcher believed that Monitoring and Evaluation had significant impact on project implementation practices and project performance of Nzove Water Treatment Plant II phase I.

Ho: Monitoring and evaluation is the factor that affected project implementation practices and project performance of Nzove Water Treatment Plant II phase I.

Ha: Monitoring and evaluation had no impact on project implementation practices and project performance of Nzove Water Treatment Plant II phase I.

3) Policy management is the process of creating, communicating, and maintaining policies and procedures within an organization. An effective policy management system can mitigate risk

in two ways. First, it makes policies more quickly accessible to direct care staff, guiding care and safety decisions. The researcher believed that Management policy has significant effect on project implementation practices and project performance of Nzove Water Treatment Plant II phase I.

Ho: Policy management is the factor that affected project implementation practices and project performance of Nzove Water Treatment Plant II phase I.

Ha: Policy management had no impact on project implementation practices and project performance of Nzove Water Treatment Plant II phase I

VI. *Empirical review*

The part of involvement of Stakeholder in Project implementation as referred to Govindan, Mahmoud, & Wan Fadzilah, (2014), in the study with aim of finding the reasons that affect project implementation outcomes, the study proved that involvement of stakeholders, influential attributes and more importantly, their understanding and effective utilization and management as the key to project implementation success.

Involvement of stakeholders can be classified based on their type of effect (positive or negative) and level of influence (low to high) on project success. Depending on this classification, the used model further recommends relevant managerial strategy to be employed. Depending on the nature and the level of influence, stakeholders are classified into four regions including: Stakeholders with positive quality of interest that can highly contribute to project's success; Stakeholders with positive qualities of network, legitimacy, and proximity with low to moderate contribution to project's success; Stakeholders with negative weight of urgency that can highly disturb project's success; Stakeholders with negative weight of power that can disturb project's well-being, but when used under appropriate channels as specialist can positively contribute to project's accomplishment (Govindan, Mahmoud, & Wan Fadzilah, 2014). Project implementation needs financial and non-financial assistances from stakeholders like persons, groups and entities in order to be accomplished and to build value. The non-financial assistances may be approvals from decision makers, work efforts from project team members, deliveries in the right quality from dealers and inputs on expectations from end users. At the same time project implementation in each project will be affected by involvement of stakeholders, for example positively by generating future income and learning chances, and negatively by generating side effects like pollution and stressful working circumstances. Stakeholders are able to affect or in a position of being affected by the project are called the project stakeholders. Even though stakeholder management has been a core activity within project management for many years frequent futile projects related to unsatisfied stakeholders are reported. It may for example be that the project outcomes do not meet the stakeholders' needs, or the project process is not carried out as expected by the stakeholders. Management of Stakeholders: Persistence, Character, and Accomplishment, the peak of twenty years of research, meetings, and interpretations in the workplace, makes a key new input to management philosophy and practice. (R. Edward Freeman, 2008), Current ways of thinking about project implementation management and involvement of stakeholder management usually ask the Worth Distribution Question: How should we assign loads and benefits of corporate activities midst stakeholders? Managing for Stakeholders involvement, however, helps leaders improve an

attitude that as an alternative asks the Worth Design Question: How can we generate as much worth as possible for all of our stakeholders?

Project implementation is considered as how all stakeholders like clients, contractors, employees, financiers, populations, the media, and managers interrelate and generate worth.

By referring to (Alice & Julius , 2016), in their work “role of monitoring and evaluation on project sustainability in rwanda. The case study of electricity access scale-up and sector-wide method enlargement project (EASSDP)” with purpose of studying the starring role of monitoring and appraisal on projects sustainability in Rwanda. In this study, descriptive study was used as research methodology. Researchers found that there is a significant positive relationship between accountability, effective communication, partnership for planning and supportive supervision have a positive effect on sustainability of projects in Rwanda. Their recommendation is that organizations should consider monitoring and evaluation as mandatory at all levels of the projects. While monitoring and evaluation is operational in all levels of project, the sustainability of projects in an organization will be accomplished. (Alice & Julius , 2016).

According to Biwott, Egesah, & Ngeyo, (2017) in the work known as “Importance of Monitoring and Evaluation in the Sustainability of Constituency Development Fund (CDF) Projects in Kenya” which has aim of evaluating the role of monitoring and evaluation on the sustainability of Kenya Government Constituency Development Fund (CDF) projects in Kenya, came out with fact that effective monitoring and evaluation are two of the vital aspects of ensuring the success of many projects. Findings and recommendations from monitoring and evaluation are regularly used to measure the success of project implementation activities and help in decision making. Even though, apiece project may have unique necessities for this and that in such environments, project leaders and designers should attempt to develop appropriate monitoring and evaluation contrivances (Biwott, Egesah, & Ngeyo, 2017).

(Autumn , 2018), in article called «The Importance of Policy & Procedure A case study of an investigation and the policy and procedure shortcomings it revealed», which had objective of demonstrate how an organization failed to act in accordance with their policies and procedures, and the significant impact this failure had upon the organization. she illuminated two affecting issues related to importance of management policy in effective project implementation: organizations must have clear and consistent company policies regarding acceptable employee behavior; and organizations need to enforce workplace policies when employees fail to comply with the acceptable standard of behavior, properly addressing employee behavior begins by training managers on workplace policies to ensure a thorough understanding of what behavior is acceptable and how to remediate inappropriate behavior.

She recommended that organizations must be able to show that efforts must be taken to educate and train employees, through policy and education, it can provide an affirmative defense in the event that some cases, may go to litigation.

Reference is made to (Brendan , Dan , Jesse , & John , 2009), in their work: “the importance of policy for community economic development a case study of the manitoba context”, which had purpose of analysing how community policy, specially government policy, touches the

achievement and potentials for Community Economic Development to be in place, studying what policy is and why it is vital, studying of current policies at the regional level that support Community Economic Development, reviewing policy urgencies of the Community Economic Development movement in Manitoba, proposing a review of the policy-making apparatus of the existing Manitoba government and propositions on how to advance Community Economic Development policy benefits, proposing some final remarks and explores the programs to be learned from this investigation of the Manitoba context for Community Economic Development experts across Canada. Descriptive research was used in this study. They found out that Community Economic Development policy is a difficult task due to the fact that understanding the channels through which policy decisions are made and the distinctions among different levels of policy. Also, there is challenge that developing a strategy for convincing those who have power to implement policy to actually do so. Adopting good policy is not enough, there have to be the additional task of ensuring the implementation of policy (Brendan , Dan , Jesse , & John , 2009).

The deficiency of suitable 'individual' technical training and apposite social preparation activities has often resulted in project implementation lack of understanding by the project owner, or project management. (Chris Brooks, 2014) in the research with purpose of inspecting the significance of single training in capacity building curricula for solar home system (SHS) technology transmission projects. The consideration is on the analysis of the effectiveness of the individual training constituent in project implementation. A survey has been carried out which involved a series of SHS site visits and individual inspections with system holders and workers, and Focus Group Discussions with other project stakeholders. Study consequences show that appropriate user implemtors training is an energetic factor in efficaciously project implementation. However, for training to be fruitful there must be a cooperation of what the target performance activities should be and how they should be measured. The most basic requirements for fruitful training are that the training touches to the accurate people at the correct time and delivers the right content.

VII. Conceptual framework

The conceptual framework crosses both scale (large and small theories) and contexts (social science, marketing, applied science, art, etc.). Its explicit definition and application can therefore vary. Conceptual frameworks are particularly useful as organizing devices in empirical research. One set of scholars has applied the notion of conceptual framework to deductive, empirical research at the micro- or individual study level. Similarly, conceptual frameworks can be used as abstract representations, connected to the research project's goal that direct the collection and analysis of data (on the plane of observation – the ground). Also, conceptual framework can be defined as "the way ideas are organized to achieve a research project's purpose". Therefore, conceptual framework explanation is the most common type of research purpose employed in empirical research. The formal hypothesis of a scientific investigation is the framework associated with explanation.

Explanatory research usually focuses on "why" or "what caused" a phenomenon to occur. Formal hypotheses posit possible explanations (answers to the why question) that are tested by collecting data and assessing the evidence (usually quantitative using statistical tests).

The phase of project implementation is the third stage includes the actual "work" of the project. Materials and resources are procured, the project is produced, and performance competencies are verified. For this phase to be effectively performed, the involvement of stakeholders, monitoring and evaluation and contribution of management policy are key factors that must be closely monitored.

The figure below illustrates the relationship between dependent variable and independent variable.

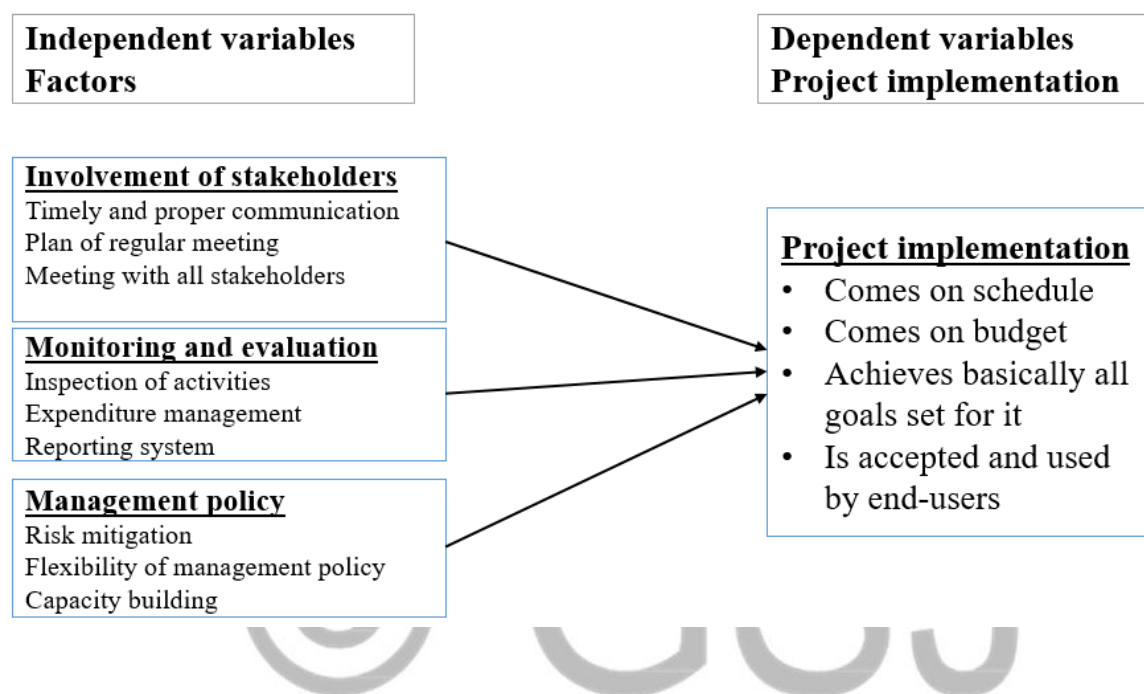


Figure 2 1: Conceptual framework by researcher

For all stakeholders to be involved, clear plan of regular meetings and appropriate communication are needed in order to achieve to effective project implementation.

Monitoring and evaluation is key factor that can affect effective project implementation. There is need of regular inspection of every activity so that the proposed time, and quality output can meet expectations. Keeping an eye on expenditure is needed in this phase so that every activity can meet its planned budget. Effective reporting for all activities is crucial so that all stakeholders can be on track.

The management policy, must provide room for management of risk and uncertainties so that every challenge can be well handled. Stakeholders must be trained on management policy of the project. The flexibility in decision making must be well structured. The figure below shows how independent variables (involvement of stakeholders, monitoring and evaluation and management policy) can affect effective project implementation.

VIII. Result

The summary of findings presented below presents the data gained from the collected primary data. This really offers information that can help in drawing conclusions about the factors affecting implementation of project by referring to construction of Nzove II phase I.

Hypothesis 1: How does involvement of stakeholders affect implementation of projects by referring on construction of Nzove II phase I?

From the findings obtained in the analysis, 100% of the respondents agreed (with 88% strongly agreed and 12% agreed) that involvement of stakeholders affects implementation of projects in their organizations. The reasons provided for agreeing were that when all stakeholders are effectively communicated on all activities in implementation phase and planned meetings in stakeholders are properly implemented in stakeholders, this allow to the achievement of successful meeting to the expected objectives of project. Table below indicate the correlation between involvement of stakeholders and successful implementation of project objectives.

Correlations

		Timely Proper Communication Done To Stakeholders	Timely Proper Communication In Stakeholders Contribution To Goal	Plan Regular Meeting In Stakeholders Ensure Involvement Of Stakeholders
Timely Proper Communication Done To Stakeholders	Pearson Correlation	1	-.145	.409*
	Sig. (2-tailed)		.415	.016
	N	34	34	34
Timely Proper Communication In Stakeholders Contribution To Goal	Pearson Correlation	-.145	1	.398*
	Sig. (2-tailed)	.415		.020
	N	34	34	34
Plan Regular Meeting In Stakeholders Ensure	Pearson Correlation	.409*	.398*	1
	Sig. (2-tailed)	.016	.020	

Involvement Of Stakeholders	N	34	34	34
Meeting In Stakeholders Help In Achieve Objectives	Pearson Correlation	.248	.468**	.675**
	Sig. (2-tailed)	.158	.005	<.001
	N	34	34	34

Correlations		
		Meeting In Stakeholders Help In Achieve Objectives
Timely Proper Communication Done To Stakeholders	Pearson Correlation	.248
	Sig. (2-tailed)	.158
	N	34
Timely Proper Communication In Stakeholders Contribution To Goal	Pearson Correlation	.468**
	Sig. (2-tailed)	.005
	N	34
Plan Regular Meeting In Stakeholders Ensure Involvement Of Stakeholders	Pearson Correlation	.675**
	Sig. (2-tailed)	<.001
	N	34
Meeting In Stakeholders Help In Achieve Objectives	Pearson Correlation	1
	Sig. (2-tailed)	
	N	34

*. Correlation is noteworthy when it is at the 0.05 level (2-tailed).

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

For those who responded to this survey, effective timely and proper communication of activity status in implementation phase of project were correlated with Plan Regular Meeting in Stakeholders Ensure Involvement of Stakeholders, Spearman's correlation $r=0.409$ which is considered as a large effect.

For those who responded to this survey, regular meeting plan in implementation phase of project were correlated with Meeting in Stakeholders Help in Achieve Objectives, Spearman's correlation $r=0.675$ which is considered as a large effect.

For those who responded to this survey, Timely Proper Communication in Stakeholders Contribution to Goal in implementation phase of project were correlated with Meeting In Stakeholders Help In Achieve Objectives, Spearman's correlation $r=0.468$ which is considered as a medium effect.

Hypothesis 2: How does monitoring and evaluation affect implementation of projects by referring on construction of Nzove II phase I?

From the findings obtained in the analysis, 100% of the respondents agreed (with 88% strongly agreed and 12% agreed) that monitoring and evaluation affect implementation affects implementation of projects in their organizations. The explanations delivered for assenting were that when implementation activities are effectively monitored and evaluated, expenditures are well managed, and the reporting system is effective, this leads to the achievement of successful project implementation. Table below indicate the correlation between monitoring and evaluation and successful implementation of project objectives.

Correlations

		In order to ensure efficacious monitoring and evaluation, inspection of activities in the stage of implementation	Inspection of activities helped to achieve objectives in implementation phase	In order to guarantee successful monitoring and evaluation, effective management of expenditures in the stage of implementation	Effective reporting system communicate status of activities was crucial in monitoring and evaluation of implementation
In order to ensure efficacious monitoring and evaluation,	Pearson Correlation	1	.505**	. ^b	-.264
	Sig. (2-tailed)		.002	.	.131

inspection of activities in the stage of implementation	N	34	34	34	34
Inspection of activities helped to achieve objectives in implementation phase	Pearson Correlation	.505**	1	. ^b	-.111
	Sig. (2-tailed)	.002		.	.532
	N	34	34	34	34
In order to guarantee successful monitoring and evaluation, effective management of expenditures in the stage of implementation	Pearson Correlation	. ^b	. ^b	. ^b	. ^b
	Sig. (2-tailed)
	N	34	34	34	34
Effective reporting system communicate status of activities was crucial in monitoring and evaluation of implementation	Pearson Correlation	-.264	-.111	. ^b	1
	Sig. (2-tailed)	.131	.532	.	
	N	34	34	34	34
Reporting frequency leads to regularly communicate	Pearson Correlation	-.264	-.111	. ^b	1.000**
	Sig. (2-tailed)	.131	.532	.	.000

the standing of the implementation phase and helped in close monitoring of the phase in order to achieve objectives in implementation phase	N	34	34	34	34
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Correlations

		Reporting frequency leads to regularly communicate the standing of the implementation phase and helped in close monitoring of the phase in order to achieve objectives in implementation phase
In order to ensure efficacious monitoring and evaluation, inspection of activities in the stage of implementation	Pearson Correlation	-.264
	Sig. (2-tailed)	.131
	N	34
Inspection of activities helped to achieve objectives in implementation phase	Pearson Correlation	-.111
	Sig. (2-tailed)	.532
	N	34
	Pearson Correlation	. ^b

In order to guarantee successful monitoring and evaluation, effective management of expenditures in the stage of implementation	Sig. (2-tailed)	.
	N	34
Effective reporting system communicate status of activities was crucial in monitoring and evaluation of implementation	Pearson Correlation	1.000**
	Sig. (2-tailed)	.000
Reporting frequency leads to regularly communicate the standing of the implementation phase and helped in close monitoring of the phase in order to achieve objectives in implementation phase	N	34
	Pearson Correlation	1
	Sig. (2-tailed)	
	N	34

***. Correlation is noteworthy when it is at the 0.01 level (2-tailed).*

b. Cannot be computed because at least one of the variables is constant.

For those who responded to this survey, effective inspection of activities in implementation phase of project were correlated with effectiveness of project implementation, Spearman's correlation $r=0.505$ which is considered as a large effect.

For those who responded to this survey, impact of activities' inspection in implementation phase of project were correlated with effective project implementation, Spearman's correlation $r=0.996$ which is considered as a large effect.

For those who responded to this survey, expenditure management in implementation phase of project were correlated with effective project implementation, Spearman’s correlation $r=0.985$ which is considered as a large effect.

For those who responded to this survey, effective reporting system in implementation phase of project were correlated with effective project implementation, Spearman’s correlation $r=0.815$ which is considered as a large effect.

For those who responded to this survey, impact of reporting frequency in implementation phase of project were correlated with effective project implementation, Spearman’s correlation $r=0.761$ which is considered as a large effect.

Hypothesis 3: How does management policy affect implementation of projects by referring on construction of Nzove II phase I?

From the findings obtained in the analysis, 100% of the respondents agreed (with 88% strongly agreed and 12% agreed) that management policy affect implementation affects implementation of projects in their organizations. The explanations delivered for agreeing were that Risk mitigation, flexibility of management policy, and effective management policy, this leads to the achievement of successful project implementation. Table below indicate the correlation between management policy and successful implementation of project objectives.

Correlations

		Risk mitigation helped to ensure effective implementation of management policy in implementation phase	Flexibility of management policy helped in achievement of goals in implementation phase	Effective management policy facilitated in accomplishment of objectives in implementation phase
Risk mitigation helped to ensure effective implementation of management policy	Pearson Correlation	1	.642**	.303
	Sig. (2-tailed)		<.001	.082

in implementation phase	N	34	34	34
Flexibility of management policy helped in achievement of goals in implementation phase	Pearson Correlation	.642**	1	.425*
	Sig. (2-tailed)	<.001		.012
implementation phase	N	34	34	34
Effective management policy facilitated in accomplishment of objectives in implementation phase	Pearson Correlation	.303	.425*	1
	Sig. (2-tailed)	.082	.012	
implementation phase	N	34	34	34

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

**. Correlation is noteworthy at the 0.05 level (2-tailed).*

IX. Conclusion

Involvement of stakeholders in project management

Involvement of stakeholders in project management affects implementation of projects. With reference to the construction of Nzove II phase I, involvement of stakeholders is defined by effective communication and effective reporting through stakeholders. This is because from the findings, 88.2% of respondent (30 respondents) strongly agree that Involvement of stakeholders is the factor that affected the implementation phase, 11.8% of respondent (4 respondents) agreed that Involvement of stakeholders is the factor that affected the implementation phase, 0% of respondent (0 respondents) were neutral to this point while. 0% (0 respondents) disagreed that Involvement of stakeholders is the factor that affected the implementation phase. No respondent was strongly disagreed that Involvement of stakeholders is the factor that affected the implementation phase. When the communication and reporting are effective in phase of implementation, the achievement of objectives is effective in implementation of projects.

Monitoring and evaluation

Monitoring and evaluation also affects implementation of projects by referring to the construction of Nzove II phase I through its influence on the activities inspections, reporting system and reporting frequency. This is because from the findings 74% of respondent (25 respondents) strongly agree that monitoring and evaluation is the factor that affected the implementation phase, 26% of respondent (9 respondents) agreed that monitoring and evaluation is the factor that affected the implementation phase, 0% of respondent (0 respondents) were neutral to this point while. 0% (0 respondents) disagreed that monitoring and evaluation is the factor that affected the implementation phase. No respondent was strongly disagreed that monitoring and evaluation is the factor that affected the implementation phase. The effective activities inspections, reporting system and reporting frequency leads to the effective achievement of project objectives.

Policy management

Results obtained after assessment of alternative hypothesis come up with the fact proving that there is no direct link between policy management and implementation of projects by referring to the construction of Nzove II phase I through its influence on the risk management and flexibility of policy management. This is because from the findings 44.3% of respondent (15 respondents) strongly agree that management policy is the factor that did not affect the implementation phase, 11.8% of respondent (4 respondents) agreed that management policy is the factor that did not affect the implementation phase, 17.2% of respondent (6 respondents) were neutral to this point while. 26.7% (9 respondents) disagreed that management policy is the factor that did not affect the implementation phase. No respondent was strongly disagreed that management policy is the factor that affected the implementation phase.

This leads to the rejection of hypothesis stating that the effective risk management and flexibility in policy management ensure the effective achievement of project objectives.

Suggestions for further research

The research undertaken in this study only investigates whether involvement of stakeholders, monitoring and evaluation and management policy affect implementation of projects. However, it does not investigate whether these factors are correlated in the way they affect implementation of project. For example, management policy might be influencing implementation of projects by referring to the construction of Nzove II phase I through the way it influences involvement of stakeholders or monitoring and evaluation. This makes us to recommend that further research

should be undertaken to determine whether involvement of stakeholders, monitoring and evaluation and management policy are correlated in the way they affect implementation of projects.

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