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Effect of stakeholder's management on Rehousing Projects Performance: A case of Mpazi Rehousing Project.

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ABSTRACT

In this study, we analyze the effect of stakeholder's management on Rehousing Projects Performance: A case of Mpazi Rehousing Project. Despite the high efforts made by the rehousing projects in Rwanda, where Mpazi rehousing projects are included in terms of identification of stakeholders, stakeholder analysis, as well as engagement and communication with them, the performance of this project remains of critical concern due to inappropriate stakeholder management practices done in this project. The study was also guided by the following objectives, including to analyze the effect of stakeholders' identification and engagement on Mpazi Rehousing Project performance, to determine the effect of stakeholder's analysis on Mpazi Rehousing Project performance, to assess the effect of stakeholders' communication on Mpazi Rehousing Project performance, and to analyze the effect of stakeholders' risk management on Mpazi Rehousing Project performance. Four theories were aligned with this research, including stakeholder's theory, planning theory, as well as theory of change. Data was collected from 61 employees of Mpazi rehousing Project. Both the descriptive and correlation research design were used, also the data was analyzed using both descriptive and inferential statistics The results showed that if all stakeholders' management was held to a constant zero, the performance of the rehousing project would be 720 percent; increasing the use of stakeholder identification and engagement by one unit would increase the performance of the rehousing project by 20%; increasing the use of stakeholder analysis by one percent would increase the performance of the rehousing project by 20%; increasing the use of stakeholder communication by one percent would increase the performance of the rehousing project by 53.1%; additionally, increasing the use of stakeholders' risk management by one percent would result in a 16.2% increase in the performance of the rehousing project. Therefore, from the above findings obtained, building and sustaining positive relationships with stakeholders will facilitate the achievement of project outcomes, regardless of their nature. Also, the study recommended that to learn about stakeholders' requirements and expectations for the project and the organization, Mpazi Rehousing Project should gather data from them, furthermore, Mpazi Rehousing Project may consistently choose accessible communication channels that satisfy the requirements of all parties involved.

1

Key words: stakeholder's management, Rehousing Projects Performance, Mpazi Rehousing Project

I. INTRODUCTION

Worldwide, a housing project is a planned endeavor to build a collection of homes or apartments, typically with the goal of giving low-income families access to inexpensive housing. These projects are frequently funded or overseen by government organizations; in essence, they are large-scale residential developments with an emphasis on social needs. Numerous performance indicators that may be connected to the following proportions cost, time, client happiness, quality, health, and safety can be used to evaluate the performance of housing projects (Muute, 2019). Quality, cost, and time are the main performance metrics used by developers to assess the effectiveness of affordable housing projects (Kinuthia & Muchelule, 2021).

At the international level, the rehousing project generally refers to a building of houses or apartments, often funded and administered by the government, meant to provide affordable housing for low-income families; essentially, a sort of public housing aimed at meeting housing requirements for those with limited financial means. According to Kanyago (2017), performance is the completion of a work or project evaluated against predetermined, established criteria for accuracy, completeness, cost, and speed. Success factors like project team performance have an impact on project performance, which is primarily measured by time, cost, and quality. External conditions, design team characteristics, contractor characteristics, client characteristics, procurement system, and project features (Barmasai & Mbugua, 2020).

In developed countries including United States of America, England and Germany, effective stakeholder management fosters open communication and relationship building (Pang, *et al.* 2018). Regular and transparent communication with stakeholders builds trust, encourages collaboration, and creates a positive project culture. By keeping stakeholders informed and involved, project managers can strengthen relationships and enhance stakeholder satisfaction (Pirozzi, 2019). Adaptation to changing requirements is another key benefit of stakeholder management. Stakeholders' needs and expectations may evolve throughout the project, and actively managing them ensures the project remains aligned with their evolving needs. This adaptability allows for timely adjustments and ultimately delivers a product or service that meets stakeholder expectations (Kantabutra & Ketprapakorn, 2021).

Regionally especially in Nigeria and Ghana, stakeholder management contributes to an organization's reputation and success (Freeman, *et al.* 2018). When stakeholders feel valued and involved, they become advocates and positively influence the organization's image. Stakeholder management is vital for project success as it ensures alignment, secures support, identifies risks, enhances decision-making, fosters communication, facilitates adaptation, and contributes to the organization's reputation (Chapman, 2019). By actively engaging with stakeholders, project managers can navigate stakeholder interests effectively, minimize conflicts, and increase the chances of project success.

In East African Countries, Kenya has been implementing extensive infrastructure projects as part of Vision 2030, particularly initiatives to improve urban settlements and address the shortage of housing supply, such as the Kenya Informal Settlement Improvement Program and the Kenya Slum Upgrading Program (GOK, 2018). Unaffordable housing supply, low urban homeownership rates of roughly 16 percent, and the growth of unsuitable housing units like slums continue to be the defining characteristics of the Kenyan housing industry (Giti, K'Akumu, & Ondieki, 2020) (Omondi, 2017). Only an estimated 50,000 housing units are constructed each year, of which 6,000, or 12%, are allocated to low-income urban residents, despite the current estimate that 250,000 housing units are needed yearly.

There needs to be a paradigm shift in the development of low-income urban housing since the lack of housing infrastructure and poor stakeholder investment are the causes of this inadequate supply (Njogu, Namusonge, & Oluoch, 2018). In order to solve the housing issue and support long-term economic development, the Kenyan government proposed the Affordable Housing Programme (AHP) as one of its four main pillars in 2017. The government pledged under the AHP to provide 500,000 housing units with prices ranging from Kshs. 600,000 to Kshs. 3 million by 2022 for the lower- and middle-income population groups (GOK, 2018). Inadequate planning, subpar materials, and incorrect timelines are used in the construction of housing developments in Nairobi, which lowers the projects' overall quality (Momanyi & Sang, 2019). (2019, Ngala) Effective planning and scheduling from the start are essential to the successful completion of projects, maintaining them on schedule, within budget, and with quality (Achar, Chebii, & Nugo, 2021).

In Rwanda, stakeholder management is crucial for professionals in public and governance affairs (Ndayizeye & Munene, 2022). This strategic method aids in navigating the intricate relationships between an organization and its key influencers, facilitating risk management, reputation building, and sustained success. By identifying key stakeholders, understanding their needs and involving public agencies early on, the project can ensure community support and success (Amoatey, et al. 2017). The project focuses on equal participation and uses a variety of engagement tools to effectively communicate messages and increase community support. Furthermore, Rwanda also ensures that the public organization efforts are in line with their requirements and desires (Hubert & Mulyungi, 2018). Mostly stakeholder has just as much of an interest in the results of their project as the customers and so on (Kahupi, *et al.* 2021).

The Rwandan government wants to boost economic growth by raising the country's urbanization rate from 18% to 35% by 2024. By 2024, a 35% urbanization rate would indicate a 2.7 million increase in the urban population. According to the City of Kigali's Housing Market Study (IGC 2018), 700,000 new dwelling units would be required by 2028, with 70% of those units falling into the affordable housing category. In order to address the housing shortage in low- and middle-income neighborhoods across the nation, the Rwandan government launched the Affordable Housing program.

The City of Kigali (COK) has chosen a set of plots with unstable dwelling units constructed with subpar materials and low standards in a region prone to flooding and hazards in order to try a rehousing process. From the start of the process, three plots were chosen, pooled, and their owners were contacted to offer their properties in return for a newly constructed, eight-in-one affordable housing complex. While the process is still ongoing for the remaining blocks, the first block's building permit was issued in 2020. The project was approved by the City of Kigali Council Resolution in February 2021, and in September 2020, SKAT and CoK signed a Memorandum of Understanding to collaborate on the implementation of the rehousing project in three areas of Kigali City. In October 2020, a public meeting was held to initiate the community engagement process and raise awareness of the project's goals and anticipated results.

Approximately nine blocks will be constructed in the Mpazi area to accommodate 1100–1500 households, provide more developable land for private investments in collaboration with the Rwandan government, and construct more residential units for sale and rental as well as commercial areas. The City of Kigali has obtained funding for the first four building blocks, which included 26 units of varying sizes in the first demonstration block and three more blocks that are currently under construction. By the end of the year, these blocks will have 78 additional units that can house previous residents and generate surplus. In addition to promoting a program of capacity building and skills development in the construction sector, the upgrading project is integrated with the RUDPII program (World Bank funds), which aims to develop and improve access to basic services and increase the likelihood of job creation and neighborhood economic development.

3

1.1. Problem Statement

Stakeholders are essential to the rehousing project's timely completion within the allocated budget and to the necessary standards because they directly affect the project's success by supplying vital information, guiding decision-making, controlling expectations, reducing risks, and guaranteeing alignment with the project's objectives (Iskandarani, 2023). Developers in rehousing projects can prevent conflicts and improve project outcomes by carefully listening to stakeholder comments and identifying and addressing possible concerns early on (Wanjiru, 2022).

Despite the high efforts made by the rehousing projects in Rwanda, where Mpazi rehousing projects are included in terms of identification of stakeholders, stakeholder analysis, as well as engagement and communication with them, the performance of this project remains of critical concern due to inappropriate stakeholder management practices done in this project. For instance, the quality of these houses, from their size to the families living in them, and even the quality of their layout, such as in the open air, is not good. Furthermore, construction materials are always look good on the outside, but inside some of them collapse in a short time; unfortunately, this also results in high construction costs (Office of Auditor General Report, 2023).

Due to poor planning, Kenya's affordable housing building projects perform poorly; the majority of them encounter quality problems, cost overruns, and delays in completion (Musau, 2020). Inadequate planning, subpar materials, and incorrect timelines are used in the construction of housing developments in Nairobi, which lowers the projects' overall quality (Momanyi & Sang, 2019). Ngala (2019) Effective planning and scheduling from the start are essential to the successful completion of projects, maintaining them on schedule, within budget, and with quality (Achar, Chebii, & Nugo, 2021). Only two of the eleven affordable housing project sites have been entirely provided, two have been partially delivered, and seven have not been delivered at all, according to a study by Kieti (2020). Additionally, according to the report, just 1,051 affordable housing units—or 0.7% of the 143,203 units that were planned were delivered by 2019. This emphasizes how urgently project contractors must develop efficient project planning techniques to guarantee on-time completion within scope, budget, and quality all crucial indicators of project performance.

Also, the study by Kayonga & Irechukwu (2023) examined the impact of stakeholder engagement on the Mpazi Project in Nyarugenge District, Rwanda. The research aimed to assess how stakeholder engagement in project identification, planning, and implementation contributed to project performance. The study used quantitative and qualitative approaches, with a sample size of 110. The results showed a high positive correlation between stakeholder engagement in project identification and project performance. The study also found a high positive correlation between stakeholder engagement in project planning and project performance. The study recommends that project managers should actively promote and facilitate stakeholder engagement in urban informal settlement upgrading projects. The findings highlight the importance of considering stakeholder voices in decision-making processes. Therefore, from the above statement, it is clear that there are also not enough studies conducted on the link between stakeholder's management and rehousing projects performance: A case of Mpazi Rehousing Project, and therefore this study focused on that.

1.2 Specific Objectives

i. To analyze the effect of stakeholders' identification and engagement on Mpazi Rehousing Project performance.
ii. To determine the effect of stakeholder's analysis on Mpazi Rehousing Project performance.

4

iii. To assess the effect of stakeholders' communication on Mpazi Rehousing Project performance.
iv. To analyze the effect of stakeholders' risk management on Mpazi Rehousing Project performance.

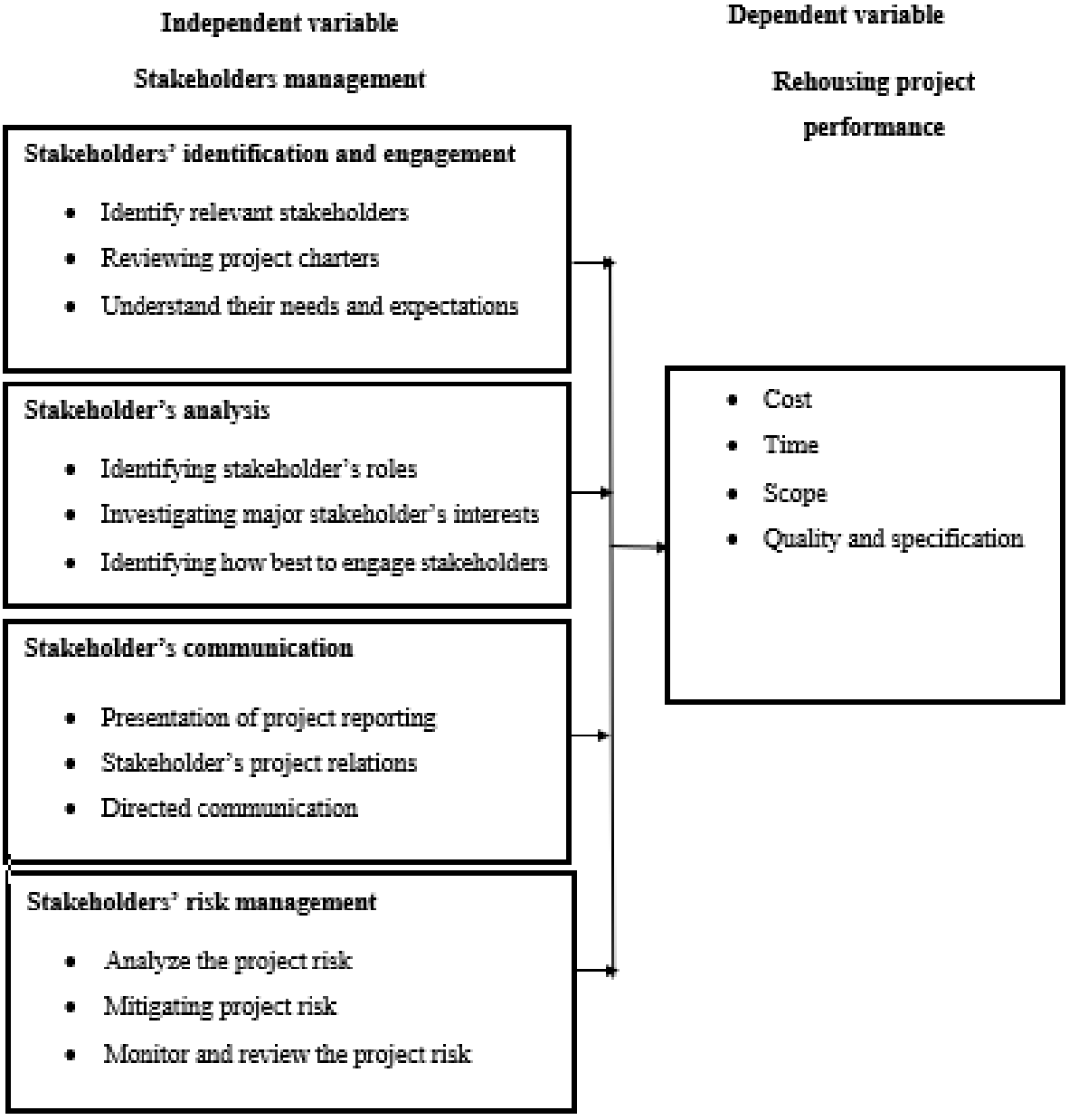
1.3 Research hypothesis

H_{01}: There is no significant effect between stakeholders' identification and engagement on Mpazi Rehousing Project performance.
H_{02}: There is no significant effect between stakeholder's analysis on Mpazi Rehousing Project performance.
H_{03}: There is no significant effect between stakeholders' communication on Mpazi Rehousing Project performance.
H_{04}: There is no significant effect between stakeholders' risk management on Mpazi Rehousing Project performance.

II. LITERATURE REVIEW

2.1. Conceptual Framework

Below section links the independent and dependent variables (stakeholders management and rehousing project performance) and the following figure illustrates this relationship. In this case, the independent variable represents stakeholder's management while the dependent variables represent rehousing project performance.



Source: Researcher's Conceptualization (2024)

Figure 2.2: Conceptual Framework

2.2.1. Theoretical Review

A theoretical framework is a structure that can contain or support a research theory.

2.2.1.1. Stakeholder's Theory

The first to define stakeholder theory was organizational theorist Ian Mitroff in his 1983 book, Stakeholders in Organizational Thinking (Dmytriyev & Freeman, 2023). Shortly thereafter, philosopher and business administration professor R. Edward Freeman published an article on stakeholder theory in the California Management Review in 1983. Freeman did not cite Mitroff as a source, but traced stakeholder theory to discussions at the Stanford Research Institute. Shortly after the article, he published his own book, Strategic Management: A Stakeholder Approach (Freeman et al. 2023).

That's why stakeholder theory is sometimes referred to as Freeman's Stakeholder Theory (Barney & Harrison, 2020). In his book, Freeman identified and modeled stakeholder groups within a company, described and recommended ways to manage their interests, and determined who really matters from the company's perspective. Adding value to stakeholders can improve business in every way. Freeman's stakeholder theory is also often confused with shareholder theory, which was proposed by economist Milton Friedman in the 1970s. Let's understand the differences between these similar but different theories (Dmytriyev et al. 2021).

For this study, this theory informs house developers about the ways in which stockholders influence the Mpazi Rehousing Project and how to best utilize those relationships for the success of the company. Moreover, through this theory, construction project may consider business ethics, morals, and values when managing stakeholders involved in a project or organization. This was also helped to optimize relationships with stakeholders, thereby increasing the efficiency of the entire Rehousing project.

2.2.1.2. Planning Theory

John Friedman was one of the pioneers of urban planning departments at several American universities, including UCLA. He died in June 2017, but left an indelible impact on urban planning in the United States and around the world. He was a professor emeritus and professor emeritus in Canada and the United States (Wolman et al. 2024). He received his doctorate from the University of Chicago in 1955 and was recognized for his significant contributions to planning theory. He is known for his philosophy on economic growth, development studies, and industrial policy. In 1986, he became famous for his theory of the "global city hypothesis," which was based on industrialized cities and post-industrial paths in the 1980s. Although he was an urban planner, he cited leading geographers and anthropologists who studied economic development, such as David Harvey and Manuel Castells, to develop a revolutionary concept of urbanization (Pratschke & Morlicchio, 2023).

Friedman identified three "tasks" of planning theory: the philosophical task of developing a considered humanistic philosophy of planning and its implications for practice; the adaptation task of adapting planning practice to the scale, complexity, and time constraints of the real world; and the translation task of transferring concepts and insights from other fields to the field of planning and enabling planners to understand and use them (Matthews & Baker, 2021). Friedman believed that in a world that was increasingly materialistic, individualistic, and largely indifferent to the impact of human beings on the natural environment, the world's greatest challenge was to develop a people-centered philosophy of building sustainable and livable cities in which people could fully develop their potential (Filip, 2020). Friedman believed that planning theory had undergone three major changes in the past fifty years. The first was to make planning more of a social process and less of a primarily technical

process. The second shift is that planning is increasingly a political art. The third shift is that planners are now directly concerned with the art of getting things done.

The theory is relevant to this study because, in the planning phase of rehousing projects, the interaction between concepts such as the nature, purpose, and methods of planning; the context in which they are developed; and the practices they target is in the foreground. In addition, planning theory is also intended to help the key implementers of rehousing projects in Rwanda to grasp the complexity of planning practices by developing their sensitivity to specific issues and values, which can provide a useful starting point in situations where planners need to make difficult decisions.

2.2.1.3. Risk management Theory

Risk-management theory is based on three basic concepts: utility, regression and diversification. Utility method was first proposed in 1738 by Daniel Bernoulli, resulting in the decision-making process where people have to pay more attention to the size of the effects of different outcomes (Winston, 2023). It is described in the works of M. Bulmer and F. Galton. The use of regression began at the end of the XIX century. Later it was proved that the rule of regression functions in a variety of situations ranging from the calculation of the probability of risks, and ending with the prediction of business cycle fluctuations. Mathematical justification of the strategy of diversification of the investment portfolio has been offered by H. Markowitz in 1952. He has shown the intelligent allocation of investments to minimize the deviation from the expected rate of return. Currently, with the organization of the risk management system in the sphere of professional activity continue to engage experts in various fields and the process is described by Hubbard Douglas (Bilich, 2022).

According to Brown (2021) presents a risk management process where the model indicates that the actions are related to: managing the cost of risks; developing alerts; organizing measurement systems that can produce results that can be used by management to make decisions; and defining protection and solutions. The actions are carried out across the Organization as a whole through a governance structure, controls and people development. A crucial element in this is the need to support and develop the people involved, as only they can perform the risk management (RM) actions and interpret the outcomes. Alshurideh et al. (2022) conducted an empirical risk management study where People, Process and technology were variables. His findings were that Organizational capacity for work coordination (cow) is not positively associated with the perceived quality of risk control on the contrary the perceived quality of communication among people (pace) is positively associated with perceived quality of risk control.

Therefore, this theory is linked to the second objective of the study because project risk management always allows rehousing projects to perform to identify and characterize risks for a more informed view of the project. It allows this international organization to account for the cost of risks early on, and it guides decision-making throughout the life of the project. Moreover, the ultimate goal of good risk management practices at rehousing projects is the protection and enhancement of shareholder value as well as organizational performance.

8

2.2.1.4. Theory of Change

Theory of change was first proposed by Weiss in 1995 as a process for explicitly thinking about and documenting how a program or intervention works, why it works, its benefits (and how), and what conditions are needed for success (Jankvist et al. 2021). A theory of change is essentially a comprehensive description and articulation of how and why a desired change is expected in a particular context (Belcher et al. 2020). In particular, it focuses on mapping or "filling in" the so-called "missing middle" between what a program or change initiative does (its activities or interventions) and how those programs or change initiatives achieve their intended goals (Mugambi, 2022). This is done by first identifying the desired long-term goals, and then from there identifying all the conditions (outcomes) that must be met to achieve the goals (and how those conditions are cause and effect related).

Results frameworks provide a basis for determining what types of activities or interventions will produce the results identified as prerequisites for achieving long-term goals (Skivingtonet al. 2021). This approach allows for a better understanding of the precise links between activities and achieving long-term goals. This leads to better planning because activities are linked to a detailed understanding of how change will actually occur (Reinholz & Andrews, 2020). It also leads to better evaluation because progress towards long-term goals can be measured rather than just identifying planned outcomes.

Thus, the theory of change enabled rehousing projects performance to align its activities with its long-term goals, make better decisions, and adapt more effectively to the changing environment. In addition, it explained how rehousing projects performance's interventions contributed to a range of outcomes that led to the intended or actual impact. The theory also supported the vision, addressing the issues defined during the situation analysis and incorporating information obtained from the target group analysis.

2.3 Empirical Review

Below section explain empirical review per objectives

2.3.1. Stakeholders' identification and engagement on the rehousing project performance

Muñoz & Chion (2020) found the impact of indirect stakeholders' size, commitment and empowerment on the performance of internal strategic projects through the moderating effect of complexity. The study was conducted in public and private universities in the city of Bogotá and the sample included 356 respondents. The statistical analysis system used to test the research hypotheses was the structural equation model (SEM). The proposed model has one endogenous latent variable called internal strategic project performance and three exogenous variables called stakeholder scope, stakeholder commitment, stakeholder empowerment, and project complexity as a moderating variable. The research results have theoretical implications for these management knowledge areas: project management and strategic management. The scope of stakeholders has a significant impact on the performance of internal strategic projects. The scope of stakeholders has a significant impact on the performance of internal strategic projects. Stakeholder involvement does not have a significant impact on the performance of internal strategic projects. Stakeholder empowerment has a significant impact on the performance of internal

strategic projects. Complexity is a moderating variable between scope and stakeholder involvement on the performance of internal strategic projects.

Ongguka et al. (2019) conducted a study to explore the importance of stakeholder involvement in monitoring and evaluation (M&E) for the completion of infrastructure projects (IPs). They influence decisions regarding improvements, adjustments, or termination of evaluation measures. Therefore, there is a need to focus on stakeholder involvement in the monitoring and evaluation of IPs in rehousing projects in Uriri County. The data was collected through a questionnaire survey of 172 respondents including principals, chairpersons of administrative committees, while three key personnel including the District Commissioner of Public Works, and District Commissioner for Quality Assurance and Standards were also selected to provide an interview guide. The study found that senior level stakeholder involvement in M&E has a significant impact on the completion of IP in the research field. The study concluded that leadership level stakeholder involvement in M&E has a statistically significant and weak positive correlation with IP completion. The study recommended that the government should develop a policy framework for stakeholder involvement in rehousing projects in Rwanda

2.3.2. Stakeholder's analysis and rehousing project performance

Chepkemoi and Musembi (2024) studied the effectiveness of stakeholder management and NGO project analysis in Nairobi County. The objective of this study was to determine the risk identification and implementation of stakeholders in NGO projects in Nairobi County and to examine the extent of stakeholder risk engagement and NGO project implementation in Nairobi County. This study adopted a descriptive research design. According to the Kenya Business Directory, there are 201 NGOs operating in Nairobi City County, which represent the study population. All 201 NGOs operating in Nairobi County constituted the target population for this study. According to Kothari (2012), representative means those who constitute at least 10% of the relevant population. Therefore, NGOs were selected from all strata to create a sample of 100 NGO project managers, representing 50% of the population. Primary data was used in this study. The primary data of the study was collected through a structured questionnaire. The researcher conducted a pilot study to ensure the reliability and validity of the data collection instrument. The quantitative data was generated from the structured questionnaire. Before analyzing the data, the researcher ensured that the data was checked for completeness and then conducted data editing, data coding, data entry, and data cleaning. The quantitative data were analyzed using inferential and descriptive statistics using the Statistical Package for Social Sciences (SPSS version 25). Descriptive statistics and inferential statistics were used for data analysis. Inferential data analysis was performed using Pearson correlation coefficient and multiple regression analysis. The findings of the study are presented in the form of tables and graphs. The study found that stakeholder risk identification had a positive and significant impact on the implementation of NGO projects in Nairobi County. Furthermore, the study concluded that stakeholder risk engagement has a positive and significant impact on the implementation of NGO projects in Nairobi County. The study recommends that NGO management should prioritize and invest in comprehensive stakeholder planning and engagement strategies.

2.3.3. Stakeholders' communication and rehousing project performance

Khan et al. (2021) studied the impact of project governance (i.e. portfolio alignment, sponsorship effectiveness and efficiency, disclosure and reporting) on project performance through the relevance of stakeholder

communication management. Based on the stakeholder theory, a facilitation model was proposed and a questionnaire was developed to obtain feedback from respondents in the policy and planning department of the Government of Pakistan. Structural equation modeling was the key statistical technique to test the hypotheses. The results of moderation analysis showed that project control was positively correlated with project performance when the regression coefficient of stakeholder communication management was at medium and high values. In contrast, at low regression values, the relationship is negative and insignificant. This study contributes to the literature because the important interaction of stakeholder communication management can enhance the impact of project governance and thus improve the performance of public infrastructure projects.

As Amadi et al. (2020) pointed out, the implementation of public-private partnerships (PPPs), especially in low- and middle-income countries, has been met with resistance from external stakeholders, leading to the failure of some projects. The aim of this paper is to develop a framework to improve external stakeholder management in PPP projects. We conducted 23 interviews with a wide range of internal and external stakeholders and conducted two case studies. This was supplemented by a focus group approach to validate the framework. A new framework for managing external stakeholders has been developed. It includes new features such as the dynamic identification of stakeholders and their corresponding interests at each project stage. Finally, the project acknowledges that the scope is limited to road transport projects in Nigeria, so the recommendations may not be applicable globally.

2.3.4. Stakeholders' risk management and rehousing project performance

Rajablu et al. (2021) indicated that in many sectors and businesses, project risk management techniques are essential. It is said that project management is a strategic organizational component that drives innovation, adds value, and realizes goals. Despite the value of projects and project management, both business and academia are gravely concerned by the high failure and difficulty rate of these endeavors. Stakeholders have significant influence over project outcomes, but much more so is their understanding, which is crucial for successful project management and use. In order to accomplish its goals and objectives, this study makes use of the body of knowledge that has been created in the field of project management and applies stakeholder theory in conjunction with several complementary theories. The study examines the direct and intermediary effects of six important significant traits on project success, going beyond the conventional power-based frameworks. To generate study findings, the quantitative survey data are evaluated utilizing SEM statistical processes and methodologies. A new typology of stakeholder influential attributes (TSIA) and a stakeholder-based project management model (SBPMM) that supports managing for stakeholders' strategy and principle have been developed as a result of the research findings.

Tamošaitienė et al. (2020) found that governments in developing countries are often unable to implement urban infrastructure development projects (UICPs) on their own, mainly due to budgetary and financial constraints. Private sector involvement through public-private partnerships (PPPs) is seen as another effective way to improve the efficiency and productivity of urban infrastructure development. However, in many developing countries, such as those in the Middle East, attracting private investment for UICPs poses profound challenges that have never been fully considered and prioritized. To address this knowledge gap, this study aims to identify and prioritize the main barriers and risks faced by governments and city managers in attracting private investment through PPP projects implemented in developing countries in the Middle East. For example, according to a Delphi study conducted in Iran, the opinions of 60 UICP experts from the public and private sectors were collected and analyzed. The results showed that technical and organizational barriers and risks

were considered the most important for private sector participation, followed by economic and financial barriers and risks, and finally political and legal barriers and risks.

III. METHODOLOGY

3.1 Research Design

The study used study used both descriptive and correlational research designs by providing required information on the characteristics of a population or phenomenon and supplies answers to questions of who, what, when, where, and how associated with a particular research problem by regarding the effect of stakeholder's management on Rehousing Projects Performance: A case of Mpazi Rehousing Project. Furthermore, this study adopted a correlational research design to find out the relationship that exists between stakeholder's management and rehousing project performance through correlation analysis.

3.2 Target Population

A research population is a subset of the ambition population available for research (Borgstrom et al. 2023). Therefore, in the present study, the target population was 61 employees of Mpazi rehousing project who are working in different department including, senior management, etc.

Table 3.1: Employees of Mpazi rehousing Project

No	Titles/Departments /Units	No of employees	Sample size
1	Project managers	2	2
2	Project engineers	5	5
3	Quantity surveyors	3	3
4	Structural engineers	5	5
5	Electrical engineers	3	3
7	Health, safety, and environment	4	4
8	Operations	12	12
9	Builders	11	11
10	Maintenance engineers	5	5
11	Procurement office	2	2
12	Accountants	3	3
13	Store keepers	2	2
14	M&E Team	4	4
	Total	61	61

Source: Mpazi Rehousing project/ HR (2024)

Therefore, the employees of Mpazi rehousing project are equal to 61 people. The researcher considered using all of them because the study population of this study was less than 300 people (Strain et al. 2023), i.e., the census method was used.

3.3. Sample technique

Sampling is the process of statistical analysis by which researchers obtain a predetermined number of observations from a larger population. The importance of the universal census also lies in its being an integrated picture of society at a given time within numerous, multiple, and continuous changes, which cannot be defined through other data collection methods. Therefore, the researcher used non-probability sampling by universal census by selecting all 61 employees of Mpazi rehousing project, because this helped this project understand what it needs now and into the future through an understanding of the effect of stakeholder's management on Rehousing Projects Performance: A case of Mpazi Rehousing Project.

3.4 Data collection Instruments

In this segment, the investigator used questionnaires, interview guides, and papers as data accumulating tools.

Questionnaire: A questionnaire is a research tool consisting of a series of questions used to collect information from visitors through a survey or statistical study (McLafferty, 2019). Therefore, in this research the questionnaire contained by the closed-ended questions that limit the answers and opinions of the respondents by using pre-selected options. The questionnaire was also chosen by the research because it the most efficient way of gathering information needed from these respondents. There are divided into four parts: the first part is related to the respondent's information. The second section was contained by five closed-ended questions addressed to respondents based on the effect of stakeholders' identification and engagement on Mpazi Rehousing Project performance. The third section contained by five closed-ended questions addressed to respondents based on the role of stakeholder's analysis on Mpazi Rehousing Project performance, while the fourth section was also focused on the effect of stakeholders' communication on the Mpazi Rehousing Project performance, finally fifth section dealt about the link between stakeholders' risk management Mpazi Rehousing Project performance.

Interview guide: An interview guide is a set of questions that the interviewer wants to cover during the interview (Ruslin et al. 2022). Therefore, an interview guide was prepared and also addressed to three senior managers at Mpazi Rehousing Project in order to gain a better understanding about the effect of stakeholders' identification and engagement on Mpazi Rehousing Project performance; the effect of stakeholder's analysis on Mpazi Rehousing Project performance; the effect of stakeholders' communication on Mpazi Rehousing Project performance; as well as the effect of stakeholders' risk management on Mpazi Rehousing Project performance.

3.5 Data analysis

Data analysis is the procedure of scrutinizing, sweeping, remodel, and modelling data with the goal of identifying useful information and conclusions and supporting decision-making (Sillberg, 2024). Therefore, this study analyzed the entered data by using both the descriptive and inferential statistics to generate frequency distribution, percentages, mean, standard deviation and correlation. Therefore, the researcher interpreted the results in light of the research objectives. After the material has been transcribed and arranged, qualitative techniques are used to find trends, themes, and insights in the interview results.

In addition, in order to analyze the Mpazi rehousing project performance, the researcher used a multiple linear regression model, the formula for multiple linear regression which was used is:

$$Y = \beta 0 + ß_1X_1 + ß_2X_2 + ß_3X_3 + ß_4X_4 + \epsilon$$

Where:

Y	: Mpazi rehousing project performance
X_1	**:** Stakeholders' identification and engagement
X_2	**:** Stakeholder's analysis
X_3	: Stakeholders' communication
X_4	**: S**takeholders' risk management
β0	**:** Constant
$B_1, \beta_2, \beta_3, \beta_4$	**:** Coefficient of estimates
ϵ	**:** Residual (error term)

IV. FINDINGS AND DISCUSSION

This chapter consists of the practical part of the study. It first presents the analysis of field findings (from the respondents) about the specific objectives of the research. The analysis of the data was done according to the aims of the study, "Effect of stakeholder's management on Rehousing Projects Performance: A case of Mpazi Rehousing Project" The data to be analyzed was gathered by using questionnaires as well as interview guides and analyzed and interpreted according to the aims of the project. This is the reason why the researcher uses percentages, tables, and frequencies, as well as statistical packages (SPSS), as ways of analyzing, interpreting, and presenting results.

4.1. Demographic Characteristics of Respondents

This section gave more details about the respondent's profile who participated in the study in terms of their age, gender, educational level, occupation, and time working within an organization.

Table 4.1:
Demographics profile of respondents

		Frequency	Percent
Valid	Below 30	12	19.7
	Between 31-40	29	47.5
	Between 41-50	17	27.9
	51 years and above	3	4.9
Gender			
Valid	Male	37	60.7
	Female	24	39.3
Education qualification			
Valid	PhD	4	6.6
	Master's degree	19	31.1
	Bachelor's degree	34	55.7
	Secondary level	5	8.2
Years of experience			
Valid	Less than 1 year	19	31.1
	2-5 years	27	44.3
	6- 10 years	8	13.1
	11 years and above	7	11.5
Total		61	61

Source: Primary data (2025)

Table 4.1 indicates that majority of 29 respondents representing by 47.5% have the age group between 31-40, 12 respondents representing 19.7% have the age group below 30 years, 17 respondents representing 27.9% have the age group between 41-50years, and finally, 3 respondents representing by 4.9% have the age group between 51years and above; therefore, the largest number of employee categories working in Mpazi rehousing project have age ranged between 31 -40 years with the highest skills and knowledge who were able to respond well with full information about the effect of stakeholder's management on Rehousing Projects Performance; other majority of 37 respondents representing 60.7% were male and 24 respondents representing 39.3% were female. In addition, the majority of 34 respondents, representing 55.7%, hold the bachelor's degree, followed by the

second category of 19 respondents, representing 31.1%, who hold the master's degree, and finally the other 4 respondents, representing 6.6%, hold the PhD Doctorate.

Therefore, the majority of employees in Mpazi rehousing project are effectively educated and qualified in different careers, and this helps them to perform well in their vacant positions. Also, this gives them the competence to understand the research instrument, execute their duties and responsibilities very well, and assure the researcher of receiving great and relevant information; finally, 19 respondents, representing 31.1%, belong to the period of less than 1 year, majority of 27 respondents, representing 44.3%, belong between the periods of 2 to 5years; 8 respondents, representing 13.1%, belong between the periods of 6 to 10years; and finally, 7 respondents, representing 11.5%, belong to the period of 11 years and above. Therefore, years of experience of Mpazi rehousing project show that stakeholder management is important for project performance in construction field.

4.2 Findings Presentation Per Objectives

Below section presents the results per objectives.

4.2.1 Effect of stakeholders' identification and engagement on Mpazi Rehousing Project performance

Finding and involving stakeholders in a construction project is also important because it helps guarantee the project's success and community support. Stakeholder engagement is the process of communicating with and involving individuals, groups, communities, or organizations that may be impacted by the policy, program, or project.

Table 4.2

Descriptive Statistics on Effect of stakeholders' identification and engagement on Mpazi Rehousing Project performance

Statements	N	Mean	Std. Deviation
Stakeholders' identification and engagement allow Mpazi Rehousing Project performance in identifying the appropriate focus for each stakeholder	61	4.80	.422
Stakeholders' identification and engagement help Mpazi Rehousing Project performance in better and more informed decision-making	61	3.50	.527
Stakeholders' identification and engagement help Mpazi Rehousing Project performance in managing their expectations as well as building support	61	5.00	.000
Identifying stakeholders allows Mpazi Rehousing Project performance in managing these expectations and align them with the project	61	4.91	.427
Stakeholders' identification and engagement helps Mpazi Rehousing Project performance to ensure that decisions align with the overall goals and objectives of the business	61	4.67	.342
Valid N (list-wise)	61		

Table 4.2 indicates that "Stakeholders' identification and engagement help Mpazi Rehousing Project performance in managing their expectations as well as building support" responded at the very highest mean and the responses were homogeneous (mean 5.00, SD= .000), and item 4 indicates that "Identifying stakeholders allows Mpazi

Rehousing Project performance in managing these expectations and align them with the project" responded at the very highest mean and the responses were homogeneous (mean= 4.91 SD=0.427), moreover item 1 reveals that "Stakeholders' identification and engagement allow Mpazi Rehousing Project performance in identifying the appropriate focus for each stakeholder" responded at the very highest mean and the responses were homogeneous (mean= 4.80, SD= .422); despite item 2 indicated that "Stakeholders' identification and engagement help Mpazi Rehousing Project performance in better and more informed decision-making" has lowest mean and responses were heterogeneous (mean= 3.50, SD= .527). Therefore, in order to make sure that a construction project is successful, sustainable, and meets community requirements, it is critical to identify and include stakeholders. Stakeholder identification and engagement in construction projects contributes to the project's success by offering insightful information and feedback that can enhance the project, increase the likelihood that those involved will be dedicated to it, assist in decision-making, and support long-term sustainability.

Early stakeholder identification in a rehousing project helps to identify the riskiest individuals, take action to reduce their risk (Iskandarani, 2023), and increase their support for the project's aims and objectives. In order to make sure the project satisfies all of its needs; stakeholders also contribute information about their requirements and needs (Salado, 2021). Also, Saad et al. (2022) found that the study statistically (through SEM) concludes that on increasing stakeholder management's awareness of project teams, there is a positive effect on the relationship between Stakeholder management approach and project success. This result is consistent with the literature discussed in this study, which suggests that a better stakeholder management approach is required to increase the chances of project success. Stakeholder management also positively impacts the project success and affirms the positive moderation of awareness. Fei et al. (2021) revealed that involving stakeholders is essential in the construction sector because it promotes better project planning, more seamless project execution, fewer conflicts, more community support, and ultimately a higher chance of project success by making sure all parties involved feel heard and included in the decision-making process, which increases commitment to the project's objectives.

4.2.2. Effect of stakeholder's analysis on Mpazi Rehousing Project performance

The process of identifying and assessing the requirements, expectations, and influence of individuals, groups, or organizations impacted by a project is known as stakeholder analysis.

Table 4.3

Descriptive Statistics on Effect of stakeholder's analysis on Mpazi Rehousing Project performance

	N	Mean	Std. Deviation
Stakeholder's analysis allows Mpazi Rehousing Project performance to identify key stakeholders	**61**	3.43	.516
Stakeholder analysis is conducted at the beginning of a project to better understand the need of each stakeholder and their primary requirements by ensuring Mpazi Rehousing Project performance	**61**	4.67	.397
Stakeholder analysis helps Mpazi Rehousing Project performance to gain early alignment among all stakeholders on goals and plans	**61**	5.00	.000
Stakeholder analysis is crucial on Mpazi Rehousing Project performance by addressing conflicts or issues early on	**61**	4.93	.407
Through stakeholders analysis, the senior management team at Mpazi Rehousing Project performance plan targeted communications and engagement strategies for each stakeholder group	**61**	4.27	.331
Valid N (list-wise)	**61**		

Source: Primary data (2025)

Table 4.3 indicates that "Stakeholder analysis is crucial on Mpazi Rehousing Project performance by addressing conflicts or issues early on" responded at the very highest mean, and the responses were homogeneous (mean = 4.93, SD =.407), and item 3 indicates that "Stakeholder analysis helps Mpazi Rehousing Project performance to gain early alignment among all stakeholders on goals and plans" responded at the very highest mean, and the responses were homogeneous (mean = 5.00, SD =.000); moreover, item 5 reveals that "Mpazi Rehousing Project's senior management team uses stakeholder analysis to develop engagement and communication strategies that are specifically tailored to each stakeholder group" responded at the very highest mean, and the responses were homogeneous (mean = 4.27, SD =.331), despite item 1 indicating that "Stakeholder's analysis allows Mpazi Rehousing Project performance to identify key stakeholders" having the lowest mean, and responses were heterogeneous (mean = 3.43, SD =.516).

Therefore, rehousing building projects can develop more resilient and flexible change strategies by including stakeholder analysis into the change management framework. Additionally, it helps project teams to efficiently manage resources, make well-informed decisions, and modify their strategy for various stakeholder groups (Sanyaolu et al. 2023). Identifying and comprehending the needs, interests, expectations, and influence of those who may have an impact on the project is typically made easier with the aid of stakeholder analysis (Bendtsen et al. 2021). In the construction industry, Zwikael et al. (2023) stakeholder analysis is a method that help the members of the project team comprehend the range of stakeholders interested in the project and the unique characteristics that may influence project risk. König et al. (2022) explained that one method that can help the members of the project team comprehend the range of stakeholders interested in the project and the unique characteristics that can influence project risk is stakeholder analysis. Assessing stakeholders' requirements and expectations in light of the project's primary goals is part of the stakeholder management process (Dwivedi & Dwivedi, 2021).

4.2.3. Effect of stakeholders' communication on Mpazi Rehousing Project performance

Information sharing between a project and its stakeholders is known as stakeholder communication. Better decision-making may result from stakeholders feeling informed and involved, which is another benefit of effective communication.

Table 4.4

Descriptive Statistics on Effect of stakeholders' communication on Mpazi Rehousing Project performance

	N	Mean	Std. Deviation
Stakeholders' communication helps Mpazi Rehousing Project performance to build effective long-term relationships with key groups	61	4.42	.369
Stakeholder communication allows Mpazi Rehousing Project performance for better coordination and alignment throughout the project lifecycle	61	4.96	.418
By keeping stakeholders informed of progress, challenges, and milestones, Mpazi Rehousing Project performance ensure that timelines are met and budgets are respected	61	5.00	.000
Stakeholders' communication helps Mpazi Rehousing Project performance to understand the vision and be likely to support the change efforts	61	4.70	.483
Stakeholders' communication help Mpazi Rehousing Project performance by reducing the chances of scope creep and keeps the team focused on the intended outcomes	61	4.00	.000
Valid N (list-wise)	61		

Source: Primary data (2025)

Table 4.4 indicates that "Stakeholders' communication helps Mpazi Rehousing Project performance to understand the vision and be likely to support the change efforts" responded at the very highest mean and the responses were homogeneous (mean 4.70, SD =.483), and item 3 indicates that "By keeping stakeholders informed of progress, challenges, and milestones, Mpazi Rehousing Project performance ensure that timelines are met and budgets are respected" responded at the very highest mean and the responses were homogeneous (mean = 5.00, SD = 0.000). Finally, item 1 indicates that "Stakeholders' communication helps Mpazi Rehousing Project performance to build effective long-term relationships with key groups" has the lowest mean and responses were homogeneous (mean = 4.42, SD =.369). Therefore, in construction projects, stakeholder communication is crucial because it fosters trust, enhances decision-making, and lowers risks. Additionally, it facilitates accountability and unites all parties in pursuit of common objectives. By keeping stakeholders informed and involved, communication aids in the rehousing project's ability to improve decision-making and foster relationships and trust among all parties involved (Wanjiru, 2022).

A better understanding of the project needs is promoted via stakeholder communication, which also offers frequent updates on project milestones, schedules, and deliverables (Kathram & Nersu, 2024). Project managers in rehousing projects lower the possibility of misunderstandings and guarantee that all parties are in agreement by keeping stakeholders informed (Bridgeman & Loosemore, 2024). Effective communication not only informs stakeholders but also gives them the opportunity to offer suggestions and comments. Building trust between an organization and its stakeholders is largely dependent on stakeholder communication in rehousing projects (Iskandarani, 2023). Furthermore, trust is essential to creating solid stakeholder relationships that can benefit

both sides greatly. Throughout the project lifecycle, improved coordination and alignment are made possible by regular stakeholder contact. by updating stakeholders on developments (Sanyaolu et al. 2022).

4.2.4. Effect of stakeholders' risk management on Mpazi Rehousing Project performance

The process of recognizing, evaluating, and mitigating possible risks to a project or corporation is known as stakeholder risk management. It also entails taking into account how stakeholders may affect a project and how the project may affect stakeholders.

Table 4.5

Descriptive Statistics on Effect of stakeholders' risk management on Mpazi Rehousing Project performance

	N	Mean	Std. Deviation
Stakeholders' risk management helps Mpazi Rehousing Project performance in identifying events that are either undesired (threats) or desired (opportunities)	61	3.61	.232
Stakeholder's risk management always aim to eliminate risks to Mpazi Rehousing Project performance	61	4.24	.316
Stakeholder's risk management ensures Mpazi Rehousing Project performance by staying on track and achieves its goals	61	4.70	.403
Proactively addressing problems boost stakeholder's satisfaction by ensuring Mpazi Rehousing Project performance	61	5.00	.000
Stakeholder's risk management ensures Mpazi Rehousing Project performance are managed properly	61	4.00	.000
Valid N (list-wise)	61		

Source: Primary data (2025)

Table 4.5 indicates that "Stakeholder's risk management ensures Mpazi Rehousing Project performance by staying on track and achieves its goals" responded at the very highest mean, and the responses were homogeneous (mean = 4.70, SD =.403), and item 4 indicates that "Proactively addressing problems boost stakeholder's satisfaction by ensuring Mpazi Rehousing Project performance" responded at the very highest mean and the responses were homogeneous (mean = 5.00, SD = 0.000); moreover, item 5 reveals that "Stakeholder's risk management ensures Mpazi Rehousing Project performance are managed properly" responded at the very highest mean and the responses were homogeneous (mean = 4.00, SD =.000); despite item 1 indicating that "Stakeholders' risk management helps Mpazi Rehousing Project performance in identifying events that are either undesired (threats) or desired (opportunities)" the lowest mean and responses were heterogeneous (mean = 3.61, SD =.232). Therefore, stakeholder risk management keeps a project healthy, reduces adverse effects, and avoids financial losses.

Stakeholder management is a project management procedure that involves controlling the demands and expectations of all internal and external project stakeholders. In construction companies, stakeholder risk management is also crucial since it guarantees that projects are finished on schedule and within budget (Sobieraj & Metelski, 2022). Additionally, it lessens costly delays, financial losses, and safety concerns. Since it helps to guarantee that all pertinent stakeholders are aware of potential risks and participate in the risk management process (Taherdoost,

2021), stakeholder involvement is an essential feature of risk management. To guarantee that they are informed about potential risks, their consequences, and (if required) contribute information about the risk, stakeholders must be involved at every stage of the project and risk management process. The emotions of the stakeholders, both individually and collectively, influence every step of the risk process (Kouamé et al. 2022), including risk identification, likelihood and impact assessment, and the choice of a suitable response plan and course of action.

4.2.5 Mpazi Rehousing Project performance

In order to accommodate 161–1500 households, the project plans to construct about 9 blocks in the Mpazi area. It will also provide more developable land for private investments in collaboration with the Rwandan government, as well as more residential units for sale and rental as well as commercial spaces.

Table 4.6
Descriptive Statistics on Mpazi Rehousing Project performance

	N	Mean	Std. Deviation
Stakeholders' risk management helps Mpazi Rehousing Project performance in identifying events that are either undesired (threats) or desired (opportunities)	61	3.61	.232
Stakeholder's risk management always aim to eliminate risks to Mpazi Rehousing Project performance	61	4.24	.316
Stakeholder's risk management ensures Mpazi Rehousing Project performance by staying on track and achieves its goals	61	4.70	.403
Proactively addressing problems boost stakeholder's satisfaction by ensuring Mpazi Rehousing Project performance	61	5.00	.000
Stakeholder's risk management ensures Mpazi Rehousing Project performance are managed properly	61	4.00	.000
Valid N (list-wise)	61		

Source: Primary data (2025)

Table 4.6 indicates that "Mpazi Rehousing Project built appropriate houses to the community" responded at the very highest mean, and the responses were homogeneous (mean = 4.95, SD =.427), and item 4 indicates that "Mpazi Rehousing Project minimized costs as predicted." responded at the very highest mean, and the responses were homogeneous (mean = 5.00, SD = 0.000); moreover, item 2 reveals that "Mpazi Rehousing Project completed on time" responded at the very highest mean, and the responses were homogeneous (mean = 4.33, SD =.361), despite item 5 indicating that "Mpazi Rehousing Project performance ensures always the adherence to budget, timeframe, and performance criteria" has the lowest mean and responses were heterogeneous (mean = 3.59, SD =.286). Therefore, City of Kigali (COK) has chosen a set of plots with unstable housing units constructed with subpar materials and low standards in a region prone to flooding and risks in order to try a rehousing process. From the start of the process, three plots were chosen, pooled, and their owners were contacted to offer their properties in return for a newly constructed, eight-in-one affordable housing complex.

Therefore, the first four building blocks have been funded by the City of Kigali. 26 units of varying sizes were offered by the initial demonstration block, and by the end of the year, the three further blocks that are presently being developed will have 78 more apartments that can house past occupants and provide a surplus. The World Bank-funded RUDPII initiative, which strives to expand and enhance access to essential services, is linked with the

upgrading project. In order to boost the likelihood of job creation and neighborhood economic development, it also supports a program of skill development and capacity building in the construction industry.

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4.3 Inferential Statistics

Inferential statistics helps to propose explanations for situations or phenomena.

Table 4.7
Correlation

		Rehousing project performance	Stakeholders' identification and engagement	Stakeholder's analysis	Stakeholder's communication	Stakeholders' risk management
Rehousing project performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	61				
Stakeholder's identification an engagement	Pearson Correlation	.567*	1			
	Sig. (2-tailed)	.011				
	N	61	61			
Stakeholder's analysis	Pearson Correlation	.141	.130	1		
	Sig. (2-tailed)	.565	.595			
	N	61	61	61		
Stakeholders' communication	Pearson Correlation	.420	.327	.205	1	
	Sig. (2-tailed)	.073	.172	.401		
	N	61	61	61	61	
Stakeholders' risk management		.535*	.069	-.015	.108	1
		.018	.779	.950	.659	
		61	61	61	61	61
*. Correlation is significant at the 0.05 level (2-tailed).						

According to the Pearson correlation coefficient theory, Table 4.7 shows that there is a positive relationship between all stakeholders' management variables and rehousing project performance. Specifically, the time when rehousing project performance is 100% is the time when stakeholder identification and engagement vary at .567; this means that there is a strong relationship between stakeholder analysis and rehousing project performance; also, when rehousing project performance is attained at 100%, the stakeholder's risk management equalizes to .535. Therefore, addressing the demands of the project's stakeholders and accurately forecasting how the project will impact them as well as how they might influence the project are critical to its success. Better decisions, higher

levels of satisfaction, and better project outcomes are the results of stakeholder management in rehousing project performance (Santarsiero et al. 2024).

In a construction company, stakeholder communication is essential because it builds trust, encourages collaboration, controls expectations, lowers risks by resolving possible conflicts early (Ishola et al. 2024), and ultimately helps a project succeed by keeping all parties informed and on the same page throughout. In the construction sector, stakeholder risk management is essential because it enables project teams to recognize, evaluate, and reduce any risks by actively interacting with all parties (Fernandes et al. 2022), making sure their concerns are taken care of, and reducing adverse effects on the project's outcome.

Table 4.8.
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884[a]	.782	.709	.141
a. Predictors: (Constant), Stakeholder's identification, Stakeholder's analysis, Stakeholder's communication, Stakeholder's risk management				

From Table 4.8 above, indicated that R is the correlation coefficient, which shows the relationship between the study variables. The findings shown in the table above show a positive relationship between the study variables, as shown by 0.782 at the 1% significance level. Furthermore, the adjusted R squared is the coefficient of determination, which explains the variation in the dependent variable due to changes in the independent variables. Furthermore, the value of the adjusted R squared was 0.709, which is an indication that there was variation of 78.2% on rehousing project performance due to changes in stakeholder's identification, stakeholder's analysis, stakeholder's communication, and stakeholder's risk management at a 95% confidence interval. This is an indication that 70.9% of the changes in performance could be accounted for by the independent variables.

Table 4.9
ANOVAb

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.380	6	.345	10.765	.001[a]
	Residual	.385	54	.032		
	Total	1.765	60			
a. Predictors: (Constant), Stakeholder's identification, Stakeholder's analysis, Stakeholder's communication, and Stakeholder's risk management						
b. Dependent Variable: Rehousing project performance						

If P-value < 5% -Model fit
If P-value > 5% -Model not fit

Conclude: The model is fit to predict the study variables because the P value was 0.000, and this means that it was less 0.05 or 5%.

Table 4.10
Co-efficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.200	3.639		1.979	.119
	Stakeholder's identification and engagement	.200	.490	.200	.408	.000
	Stakeholder's analysis	.200	1.200	.133	.167	.006
	Stakeholder's communication	.531	.832	.000	.000	.000
	Stakeholders' risk management	.162	.632	.882	1.581	.001
a. Dependent Variable: Rehousing project performance						

From the regression equation above, it was found that it was found that holding all the stakeholders management to a constant zero, rehousing project performance will be 720 percent, a unit increase in the use of stakeholder's identification and engagement would lead to increase the rehousing project performance at 20%, a one percent increase in the use of stakeholder's analysis would lead to an rehousing project performance at 20%, a one percent increase in the use of stakeholder's communication would lead to an increase rehousing project performance at 53.1%, furthermore a one percentage increase in the use of stakeholders' risk management would lead to 16.2% increase of rehousing project performance. Overall, the stakeholder's communication had the greatest effect on rehousing project performance, followed by stakeholder's analysis, stakeholder's communication as well as stakeholder's risk management. At 5% level of significance and 95% level of confidence, stakeholder's identification and engagement had 0.000 level of significance; stakeholder's analysis had a 0.006 level of significance, stakeholder's communication had a 0.006 level of significance and finally stakeholder's risk management had 0.001 level of significance. Therefore, all the variables were significant ($p<0.05$).

$$Y = 7.200 + 0.200X_1 + 0.200X_2 + .531X_3 + 0.162X_4 + \epsilon$$

The above equation is our final estimated equation, which shows the extent to which each independent variable affects the dependent variable as already explained in the interpretation and analysis above.

Table 4.11
Summary of Hypotheses Testing Results

Nº	Hypotheses	P Value	Verdict
1	H_{01}: There is no significant effect between stakeholders' identification and engagement on Mpazi Rehousing Project performance.	0.000	Rejected
2	H_{02}: There is no significant effect between stakeholder's analysis on Mpazi Rehousing Project performance.	0.006	Rejected
3	H_{03}: There is no significant effect between stakeholders' communication on Mpazi Rehousing Project performance.	0.000	Rejected
4	H_{04}: There is no significant effect between stakeholders' risk management on Mpazi Rehousing Project performance.	0.001	Rejected

The results of the hypotheses testing in Table 4.11 indicated that Significant overviews on the effect of stakeholder's management on rehousing Projects Performance: A case of Mpazi Rehousing Project, are given by the findings of the hypotheses testing in Table 4.11. There is strong evidence to refute the null hypothesis (H_{01}, H_{02}, H_{03}, and H_{04}) that these stakeholder's management have no significant effect on Mpazi Rehousing Project ($p < 0.05$). Specifically, stakeholder's identification, Stakeholder's analysis, Stakeholder's communication, and Stakeholder's risk management all demonstrate a significant effect on Mpazi rehousing Project. These findings emphasize the critical role of stakeholder management on rehousing Project performance generally. As stated by Urbinati et al. (2021) from the start of a project to its conclusion, stakeholder management makes sure that all parties involved are taken into account. It entails recognizing and comprehending their issues, keeping in constant contact, and taking their input into account while making decisions for the project (Sithambaram et al. 2021). Effective stakeholder management may help any project better understand its stakeholders, control their expectations, and improve its commercial prospects.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

From the above findings obtained, building and sustaining positive relationships with stakeholders will facilitate the achievement of project outcomes, regardless of their nature. **t**hroughout the project's duration, it is critical to maintain effective communication with all stakeholders, which should be reciprocal. Cohesion and harmony are ensured, and the likelihood of conflict is reduced, by listening to their worries, suggestions, and desired results and by keeping everyone informed. Moreover, the administration of projects and organizational success are significantly impacted by stakeholder management. It entails locating, comprehending, and interacting with people or groups that are affected by a project or have a stake in it. Stakeholders have a big say in how the project turns out, so this technique is crucial. Ensuring alignment and support is one of the main reason's stakeholder management is crucial. Project managers can win stakeholders' support and dedication to the project's success by actively involving them and taking into account their requirements, expectations, and viewpoints.

5.2 Recommendations

Everyone should be aware of the objectives and expectations of the Mpazi Rehousing Project. The expectations of the most significant stakeholders should also be given top priority in the Mpazi Rehousing Project. Furthermore, building trust amongst stakeholder groups should be another goal of the Mpazi Rehousing Project.

To learn about stakeholders' requirements and expectations for the project and the organization, Mpazi Rehousing Project should gather data from them. Also, there is a need to illustrate the influence and interest of each stakeholder in the Mpazi Rehousing Project, analysis tools should be used. Finally, by facilitating rapid and simple communication amongst stakeholders, the Mpazi Rehousing Project should foster teamwork and innovative solutions.

Mpazi Rehousing Project ought to promptly respond to criticism and offer information; furthermore, Mpazi Rehousing Project may consistently choose accessible communication channels that satisfy the requirements of all parties involved.

Potential hazards that might affect the Mpazi Rehousing Project's timing, cost, or safety should be identified. Furthermore, the hazards that are most likely to create disruption and have the biggest impact should also be the focus of the Mpazi Rehousing Project.

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