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

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A Research Project Submitted in Partial Fulfillment for the Award of the Degree in Master of Business Administration (Project Management Option) of Mount Kenya University

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DECLARATION

This Research project is my original work and has not been presented to any other university; no part of this research should be produced without the authors' consent or that Mount Kenya University.

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Declaration by supervisor

This study has been submitted with my approval as the Mount Kenya University supervisor.

Name: Dr Eugenia Nkechi IRECHUKWU, PhD

Signature_____Date _____

DEDICATION

I dedicate this proposal to my parents and sisters, who morally supported and motivated me during the course of my research.

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I wish to extend my sincere gratitude and appreciation to God for providing health and sound mind when writing proposal, my kind appreciation goes to Dr Eugenia Nkechi IRECHUKWU for valuable time sacrificed, the guidance, advices and encouragement during the period of the research work and Rwanda Housing Authority members who will allow me to take their project as case study whereas is collected the data. Lastly, I thank all lecturers and colleagues for their contributions in my studies journey.

ABSTRACT

The study focused on the assessment of the effect of project implementation strategies and performance of the Rwanda Utility Regulatory Authority Twin Towers building project with highlighted objectives :To establish the effects of stakeholders involvement on performance of the Rwanda Utility Regulatory Authority Twin Towers Building project, to ascertain the effects of project communication on performance of the Rwanda Utility Regulatory Authority Twin Tower building project lastly to ascertain the effects of financial resource management on performance of the Rwanda Utility Regulatory Authority Twin Tower building project. The study is of great significance to the different parties; contractors: at the end of this study the findings will show the importance of having implementation strategies to the performance of construction project. Further, this study will help the future researcher as source of information about the related subject. Descriptive research design was applied because it was helped the researcher to analyze the effects of project implementation strategies on Rwanda Utility Regulatory Twin Tower building project ; the target population was 86 employees of Rwanda Housing Authority (RHA) which is public institution overseen by ministry of infrastructure to improve quality of Rwandan life in line of providing the plan, coordination, rules and regulations of rural and urban public building construction, contractors' and supervisor' company members. By using census, the sample size was 86 who are involved in project implementation to represent the group in sampling. A questionnaire, containing close-ended questions was used as primary data collection tool and documentary read will be applied for collecting secondary data. The collected data analyzed by using SPSS version 24 for the mean, standard deviation correlation and regression analysis. The presentation of findings was done by using tables, the pilot study was performed to test validity and reliability of instruments used in data collection. The findings have shown that project stakeholder and performance of RURA TTP has strong positive correlation of 0.865 and sig=0.000 which is less than 0.01significance level. The result also shown that stakeholder communication is correlated with performance of RURA TTP at 0.872 which is a positive correlation and significance of 0.000 which is less than significance level of

0.01.Futher the findings have shown that financial resource management and RURA TTP of 0.794 and sig=0.000 which is below of significance level of 0.01. The overall correlation indicated that project implementation strategies contribute at Pearson correlation of .844 which indicates strong correlation between project implementation strategies and performance of RURA TTP. The study recommended that the contractors to strength the strategies formulated and organizational commitment during various aspects of project such as identification, implementation and evaluation in the way of allocation resource and attaining project objectives smoothly which help to gain competitive advantage in construction industry.

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LIST OF ABBREVIATIONS

CHIC	Champion Investment Corporation
CIOB	Chartered Institute of Building
KCC	Kigali Convention Center
KCT	Kigali City Tower
MIC	Muhima Investment Champion
PMI	Project Management Institute
PSI	Project Stakeholders Involvement
RHA	Rwanda Housing Authority
RURA	Rwanda utility regulatory authority
RURA TTP	Rwanda utility regulatory authority Twin Powers project
SPSS	Statistical Package for Social Sciences
TC	Triple constraints
U S	United states
UAE	United Arab Emirates

DEFINITION OF OPERATIONAL KEY TERMS

Project implementation strategy	is a management tool that combine the process, polices and action that facilitates the execution organization project being achieved.
Project performance	the ability to which the project meets the specific objective on time, budget and scope with the quality predetermined before.
Stakeholders' communication	is regular exchanging the necessary information and details in regard to the implementation of a project by interested groups.
Stakeholders' involvement	participation of interest groups in the implementation of project to achieve accepted outcome.
Project financial resource management	it refer to the budgeting, internal control, financial reporting of the funds that a project using in activities for purpose of achieving the objective.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter deals with the background, the problem statement, objectives of the study, research hypothesis, significance, limitation, scope and organization of the study.

1.1 Background of the Study

All over the world, project implementation strategies provide the boundaries for project in order to meet its goals and objectives (Ramadan, 2015). It is better for project management organizations to have clear, well-communicated strategies that support the project. Before project implementation, the organizations have to set in place the way of how to control that project strategies would be suitable in order to accomplish the end purpose by using the available resources (Ramadan, 2015).Many authors recommend that a project team utilized a implementation strategies as a road map for effective project performance activities. (Patanakul, Shenhar & Milosevic, 2012). Project implementation strategies is useful for achieving project performance by improving communication between team members and key stakeholders on how the project plan should be translated into action ,in line of increasing accountability to everyone involved in project, more structured timeline and collaboration between team member and reduce wastages.

In Asia continent, (Faridi and El-Sayegh 2012; Motaleb and Kishk, 2014, Wilks, 2015) indicated that in UAE, 50% of the projects was reported about the poor project performance due to the number of challenges arise during project life cycle like: managerial, design ,tendering, construction, operation and maintenance challenges. According Meceda(2016) identified that Dubai has high percentage of 70% of the project did not meet the estimated

schedule. Specifically, Chartered Institute Of Building (CIOB) indicated that Dubai metro project was the 3rd alarming project of five years of time overrun and 85% of cost overrun.

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

The 2017 Africa construction report by Deloitte puts global overruns on time and cost for mega projects at 90% while in Nigeria research has shown that 70% of implemented projects get delayed. Tesfa (2016) in Addis Ababa City Administration, from the result of an analysis conducted about the delays' factors of roads construction projects shown that 80% of projects were put up time overrun. In Kenya, time and cost overruns significantly negatively negative on project implementation with time delays of 48% and cost overruns of 87% being recorded (Deloitte, 2017; Gbahabo and Ajuwon, 2017).The identified cause of delay were inadequate planning, management, communication, unprofessional contractors, outsourcing challenges, financial problem allocation, reworks.

Karlsen, Graee and Massaoud (2015) approve that for achieving higher degree of project performance, it requires to increase the stakeholders' involvement in the project activities. A project implementation strategies well formulated, communicated and controlled play important role of creating a good working environment and commitment between project members, productivity and boosting the economic sustainability of the project. During

implementation phase stakeholders involvement can take different level and forms such as setting the plan, the requirements in align of the organizational vision, mission and objectives by cooperation, debating, consultancy, handling issues, cooperation and project final goals (Achterkamp & Vos, 2015).

The degree of the project performance is based on the effectiveness of strategies being formulated towards right stakeholders at right time during project life cycle. The role of implementation strategies in the construction project is to improve understand and coordination of project activities which are helpful to achieve the project completion efficiently (Madhavan & Ruth, 2016).

Project performance is the basis of estimation of the degree of achievement of established objectives in terms of time, cost, scope, quality and customer satisfaction. Goldrat(2018) indicated that the project is considered to be performed if project completed within budget, time and performs to the way project specification is planned before. Beleiu etal (2015) indicated the standards viewed to identify whether the project was successfully performed or not. When the project has been viewed as successfully performed, it comes on preset time, cost, scope, quality as demonstrated in golden triangle.

In Rwanda, Construction of building remains an important industry to determine the growth of economy because construction projects include many stakeholders and therefore boost the economic activities for the development of a country. Chia, Skitmore, Runeson, & Bridge (2011) the building sector is still an emerging industry and it is an important foundation in boosting a country's economy. Kigali city buildings have been raising and many construction companies played great role in the effective and successful completion of all the construction processes. Even though experienced contractors bid for the construction activities, many construction projects in Rwanda overruns the completion time. Some building construction

projects in Kigali city experienced a wide range of delays. A typical example is the case of Kigali City Market, Kigali City Tower (KCT), Kigali Conventional Center (KCC), Kigali Height, Down town market, MIC, CHIC, M & M Plaza, Makuza Plaza, among many (Anyango, 2019).

The Rwanda Utilities Regulatory Agency (RURA) is an apex body of Government of Rwanda responsible to oversee and ensure the execution of regulation service providers in line with their licenses, permits and concession obligations to prevent unfair competition in all regulated public sectors like electric power, telecommunication activities, water and sanitation, removal of waste products management, gas and extraction activities and transport of goods and persons activities and other public utilities. In order to meet the desired objectives and future need RURA intended to develop a State of the art Twin Tower building a multi-storied (2B+G+11) RURA Headquarters Building at Rugenge Cell, Muhima Sector, Nyarugenge District in Kigali City .

The building shall house all the important offices, a 500 seat auditorium, conferencing facilities, rental spaces, etc. it was a type of a tri party contract whereas CRJE (East Africa) Limited, known as China Railway Jianchang Engineering Company Limited was contractor for construction, RHA (Rwanda Housing Authority) as the project client, Voyants Solution PVT LTD is in charge of supervision Firm . The estimated execution period for the project is thirty six (36) months. It started on 29th November 2016 and was expected to be completed by 27th November 2019 with a budget of thirty seven billion Rwandan francs (37,000,000,000frw) but now the project is still ongoing up to 85% of completion (RURA annual report 2016, 2021).

1.2 Problem Statement

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

This industry is worrisome about a poor reputation for project implementing strategies, the observed problem is the strategies which are formulated but did not work properly because some of stakeholders did not want to be more engaged in the project activities, they set how the information should be transmitted entire project members but stay in words did not be in practice, they have financial plan and approved budget referred but some of them they don't care when they enter to the project execution and so on that why many projects have been highlighted about time and cost overrun with compromising of quality.

According to the East African Newspaper (2015), there are reasons of delay in the construction industry like changing contractors during project execution, change of original design, ineffective communication; incompetent participants, importation of most of materials to be used and economic conditions among others. The study conducted by Cytonn

Real Estate (2018), the challenges facing Rwandan construction sector are high cost of building projects because most construction materials are imported from abroad.

Mandala (2018), researched the involvement of stakeholders and performance of road construction projects relationship in Kenya. The objectives researched were to establish the effect of stakeholders' involvement in project life cycle stages and the performance of road construction projects in Kenya. Descriptive and cross-sectional survey designs were suitable as research methodology applied. The target population was 48,002 members. This study used the sample of 396 respondents from the target population by using stratified sampling technique. The questionnaires and interviews were used as primary data tools collection. Quantitative indicated numerical data and qualitative indicated non numerical data were used through questionnaires and interviews.

About the results, using regression method, indicated that there is an effect of stakeholder involvement of regression coefficient of 0.478(p-value=0.000) in project planning and performance of road construction projects, 0.194(p-value=0.048) of regression coefficient result shown the significant effect of stakeholder involvement in project implementation and performance of road construction projects. The identified regression coefficient of 0.505 (p-value=0.000) shown an effect of stakeholder involvement in project monitoring and evaluation a on roads construction projects.

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

assessing the effect of stakeholders' involvement, project communication and financial resource management on project performance.

1.3 Objectives of the Study

1.3.1 General objective

To assess the effect of implementation strategies and performance of construction project in Rwanda with the case study of Rwanda Utility Regulatory Authority Twin Tower Project (RURA TTP).

1.3.2 Specific Objectives

This research will attempt to reach the following specific goals:

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

1.4 Research Hypothesis

This research essentially seek to respond the hypothesis below

$H0_1$ There is no significant effects of stakeholder involvement on performance of construction project of Rwanda Utility Regulatory Authority Twin Tower Project.

$H0_2$ There is no significant effects of project communication on performance of construction project of Rwanda Utility Regulatory Authority Twin Tower Project.

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

1.5 Significance of the Study

The results will help the contractors implementing public projects would gain insight on the value that stakeholders, communication, efficiency use of financial resource management in process of project execution, help the consultant company and managers of the project to be more consistent on management by taking more attentions of stakeholders' changes happens during in project implementation will help them to gain competitive edge in construction industry due to the submission of project on time, cost, scope predetermined before. The findings will contribute critically to the knowledge of architects, engineers and future researchers in this area.

Finally, the findings of this study are helpful, in that they will gain an insight on the existing academic writings on the subject of project implementation strategies and performance of construction project.

1.6 Limitations of the study

The study challenge the respondent refused to provide real information to this research by thinking that it violated their privacy to remove this challenge the researcher asked the appointment based on availability of respondents and show academic identifications and letter with explanation that is for academic purpose only.

1.7 Scope of the Study

1.7.1 Content scope

The general objective of the study focused to assess the effect of project implementation strategies and performance of construction project in Rwanda, Rwanda Utility Regulatory Authority Twin Tower Project as case study .It specifically focused on effect of stakeholders'

involvement, the project communication and financial resource management on performance of construction project in Rwanda.

1.7.2 Geographical scope

The study was take place in Kigali city, Gasabo district, Kacyiru sector to the office of Rwanda Housing Authority (RHA).

1.7.3 Time scope

Regarding the time scope of this study was January 2020 to November 2022

1.8 Organizational of the study

This research has five principal chapters involved the first one starts with the introduction, the background of the study and the problem to solve, research objectives include general and specific objectives, research hypothesis and the importance of the study, limitation of study and scope of study. Second chapter comprises the exits theoretical literature review, empirical review and to analyze the gap identified, the conceptual framework ended. The third chapter comprises the research design, target population, size of the sample population, the sample population techniques will use, reliability and validity of study and instruments, methods applied in the study to gather data, how data analyzed and ethical consideration make concern in this study.

Chapter four showed the results of data analysis, discusses how data analyzed using descriptive statistics regression analysis and correlation as well as provide explanation and interpretation of the results. After all, the fifth chapter came to summarize the results of this research, to conclude and to give recommendations based on the result found.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.0 Introduction

The literature review was related the evaluation of the existing work based on topic. This chapter based on the objective of the study which was to identify the effect of project implementation strategies by looking the empirical review of stakeholders' involvement, communication and financial resource management strategy and relying on observation and measurement of recent performance. After reviewed, the gaps were identified.

2.1 Theoretical Literature Review

Around the world, the researchers found that many the projects did not delivered on time, cost, scope preset sometime with quality compromised due to several problems arising during implementation stage. This research will concentrate by looking the influence of project implementation strategies and performance of construction project.

2.1.1 Project Implementation Strategies

Project implementation strategy as a set of processes, actions, measures taken before of how to change management plans into action and ensuring that these plans are achieved (Kotler and Armstrong, 2008). Project strategy implementation defines as the process, policies, and action plans chosen by an organization that help to achieve high project performance and take competitive advantage in a given area. (Harrington, 2006). Project implementation is the phase where visions and plans become reality. Successfully implemented projects enable achievement of desired changes in organizations through the business-value created by project outcomes (Project Management Institute, PMI, 2017).

Because of number of construction projects were reported about failure of meeting conditions of cost and time, known as this sector is more turbulent, challenging, complex in nature, and looking the effect of the consequences bring like customer dissatisfactions, remembering this sectors involves different parties which means to boost economic growth, it requires competent teams, effective strategies formulated and well management.

About PMI (2013) report highlights the performance based on communication level in accomplishment of the project on schedule and budget. It shown the effective percentage of 80% of accomplishing initial goals, 71% accomplishing on project time within 76% of cost, it is about highly effective communication results and minimally effective communication results are lower than highly communication of achieving goals, time and cost outlined, therefore communication strategy is useful strategy allows project to progress smoothly and on time and cost. Due to lack of understanding deeply the tools, methods and systematic process using during the implementation phase, project performance cannot be achieved.

Communication is a key factor in project success, enhanced and higher level of communication among team members will improve the performance and success of the project .Poor communication, and poor management and less involvement are some of the reasons for the project failure. Communication must be done in effective and efficient way not only with the frequency in flow of information but quality of communication is much serious matter in team performance (Oetzel, 2017). Project communication decreases the probability of occurrence of mistakes. By deploying effective communication from the beginning of the project it helps in decision making, increase the information sharing related to project, fills the knowledge gaps and ultimately enhance the unity among project team (Russ et al., 2013).

Huge projects exchange massive amount of information in different ways and to be

successful communication is needed (Butt, Naaranoja & Savolainen, 2016).Through communication role become clear which ultimately develops trust (Henderson, Stackman & Lindekilde, 2016). With the increase of communication in project team chances of confusion are lesser and also reduce misunderstanding which results positive outcomes in a project (Henderson, Stackman & Lindekilde, 2018). Previously discover that communication plays a vital role in project success. Effective Communication helps in developing consistent project teams along with project learning and trust (Yap, Abdul-Rahman & Chen, 2017).

Stakeholder involvement is the tool used by an organization to participate relevant stakeholders in decision making process for a purpose to achieve accepted outcomes (Edelenbos & Klijn, 2016). Further indicate when stakeholders well managed, they involved in decision making then the stakeholders needs change into the organizational goals which is a foundation of successful strategy of development. Karlsen, Graee and Massaoud (2015) found that the degree of stakeholders' involvement determine the level of project performance, which means the increase of degree of stakeholders' involvement would lead to achieve higher project performance when the stakeholders' involvement decrease the degree of achieving performance decrease accordingly.

Effective management stakeholders' involvement increase the project stakeholder commitment which help to work together as a result of producing quality life, safety, and reducing negative impacts while increasing sustainability of the project. Further Olander and Landin (2017) indicated the importance of involvement of stakeholder in project, first the stakeholder understand well the three constraints are interrelated each other so that it was a must to control one by one change for purpose of deliver project on preset conditions. Second, during complex situation which can impact them significantly, the stakeholders' learned about these situations and taking corrective measure together so as to prevent the

occurrence of the problems in the future. To carry out a successful project with customer satisfaction, a project manager doesn't work alone; it requires working with stakeholders and taking care about them.

The financial resource management strategy is the process of using finance based on planning, organizing, coordinating, controlling of the budget preset during the implementation phase of the projects for achieving organization objectives; for ensuring effective use of the financial resource management, it is important to maintain proper records with the justification (Carlos et al., 2014). The way of using financial resources in construction project must be taken critically because it affect the project performance in terms of time, scope, quality as well as customer satisfaction. It is better to use based on financial plan and approved budget to prevent the wastage of resources and losses (Nagapan et al., 2012).

The resource management practices is the process of using all materials in an effective way with respect of time in the implementation of the projects for the production of deliverable materials with good quality, for attaining the designed strategic plan to reach the business objectives and financial plan, it requires the full resource allocation and proper way of their uses specifically with the population due to that the human resources play a big role in the implementation and execution of the projects therefore any projects need human resource with a big package of knowledge, skills attitude , culture and value to complete the projects activities (Carlos et al., 2014).

The challenges faced constructions project are: inadequate planning, miss use of resources in terms of unfair prices of materials, thievery of materials and delays in decision making so that it was better to address measures like to create the effective plan, to create proper awareness, effective control system, effective management system of resource to overcome those

challenges in terms of financial, human and equipment in the constructions, to overcome these challenges (Meghani et al.,2011).

2.1.2 Project Performance

According to Aftab et al., (2014) stated the reasons of poor performances were indicated by number of researchers in construction sector: poor communication between project members, poor planning, inflation, unqualified project managers, unqualified supervisors, poor monitoring system, delay of resource allocation. There are performance conditions highlighted which refer to know whether the project success is achieved or not. As demonstrated in golden triangle, the conditions identified are time, cost, scope in the middle of triangle was the quality condition, (Beleiu etal, 2015).However, triple constraints are the reasons of project managers work. Project manager must oversee, control and rebalance the triple constraints for purpose of being able to achieve project success.

In Rwanda, construction project performance is largely influenced and determined by the way of its implementation. Success in the construction project has become a myth because there are repeated reports of failed projects like school construction projects, water supply system construction projects, roads construction projects due to the occurrence reasons. The company implementing the project (contractors) required to formulate effective strategies and make sure the strategies made in practice, working properly to change the reputation.

The project owner also must carried tender properly because the lower price bidder only did not justify the winner, should consider the other variables .The project implementation stage must be taken critically because all the words become into actions, in words was easy but in practice was complex, it requires largely resources in terms of human, skills, techniques. Project performance is basing on the achievement of goals and set up activities as determined

by project perspectives like completeness, adherence to accuracy of the standards of project, cost and speed (Omondi, 2017).

2.2 Empirical literature

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

2.2.1 Project stakeholders' involvement and performance of construction project

Nicholas's study (2021) was analyzing the effect of Stakeholder Engagement on Performance of Construction Projects in Zimbabwe under the 400 roads project. The purpose was the assessment of relationships between stakeholder engagement and performance. The findings showed a positive correlation between stakeholder engagement method and performance on project cost of 0.470 also between stakeholder engagement and project schedule of 0.711 and stakeholder engagement between project specifications of 0.6398.

Mandala (2018) sought the influence of stakeholders' involvement management and performance of road construction projects in Kenya. Specifically looking stakeholders' involvement in project life cycle stages and the performance of road construction. Both descriptive and cross sectional design were used. The target population was 48,002 residents. The results of 51.5%, 59.8%, 58.2%, 49.9%, 79.8% shown that stakeholders involved in project life cycle in terms of identification, initiation, planning, implementation, monitoring and evaluation respectively.

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

indicated that stakeholder involvement in monitoring and evaluation is more important factor in project performance.

2.2.2 Project Financial resource management and performance of construction project

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

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

Gilbert (2022) carried out the study with intention of looking the relationship of project resource management and performance of construction companies in Rwanda, Nyamata Hostel construction project used as case study. The three objectives focused were to analyze the relationship of project team incentives, financial resource planning, material planning and performance of Nyamata hostel construction project. This study used qualitative and

quantitative data through questionnaires and interviews to produce quality results. The target population included 85project members and all over them were use as sample in this study. Data was analyzed by using the SPSS, by test the relationship between variables , regression and Correlation analysis were also be used.

From the findings of coefficient correlation of 95% shown that human resource is most valuable resource and had a high effect in performance of Nyamata hostel construction projects. The secondly, correlation of 93% show that resource planning has influence on performance of construction project.

2.2.3 Project communication on performance of construction project

Andre, Seng, Antonius (2021) conducted study about the influence of communication planning and construction project performance in Jakarta, the respondents were contractors ,consultants whereas the questionnaires distributed. The target populations were 125 members and 97 members chosen by using purpose sample techniques. Descriptive statistics were chosen as suitable research methodology to use. The finding of this study indicated that the project used communication planning was implemented effectively at 78.02 % which means communication planning is an important tool in performance of construction project.

Gisele (2016) conducted a research to evaluate the relationship between of communication management strategies on project success in Rwanda a case study of Right to protection and participation project. The specific objectives were to examine the communication management strategies at Right to protection and participation project, to assess the level of project success at Right to protection and participation project and to ascertain the relationship between communication management strategies and project success at Right to protection and participation project. The target population was 1654, the sample size was 94

people selected using purposive sampling. Primary data was collected through self administered questionnaires and documentary review was used for secondary data. The research used quantitative techniques and multiple regression analysis in analyzing the data. Data analysis was done using SPSS 20 which helped to summarize the coded data and facilitate quick interpretation of the results.

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

2.3. Critical review and research gap identification

From the empirical literature review the gap were identified, Nicholas (2021) and Mandala (2018) conducted study about the effect of stakeholder engagement and performance of Construction Projects, in Zimbabwe country about the 400 roads project, by determining the relationship between the stakeholders involvement management and performance of road construction projects in Kenya, this study presents the implementation strategies in building construction project especially in Rwanda.

From Baraka study's (2021) sought out the relationship of resource management strategies and performance of construction projects in Rwanda(Land Survey and Engineering Consultancy Ltd) specifically looking the factors influencing the resource management operations on construction projects performance, to assess the effect of resource management

operations on construction projects performance and to determine the effects of resource management skills on performance of construction planning, about this research focused on effect of project stakeholders involvement and performance of the project, financial resource management on performance of the project and communication management on project performance.

2.4. Theoretical framework

2.4.1. Stakeholder Theory

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

The theory explained the role of stakeholders' management and taking into consideration helped in delivering project success (Uribe, Ortiz-Marcos & Uruburu, 2018). Kathongo (2018) stated that the stakeholder theory also focuses the acceptable rules and regulations, moral behaviors to ensure effective stakeholder management in the course of project execution. The stakeholder theory emphasizes about the engagement of stakeholders in the project implementation activities. It will be a successful foundation strategy to incorporate stakeholders in decision making. About to Dagli (2018) indicated that It is possible that all stakeholders should be at same level of understanding on the way of implementation process of the project ,it helpful for achieving the project success with predetermined condition of

time, cost and scope. Uribe *et al.* (2018) suggested that stakeholder involvement should be comprehensive with the journey of the project activities.

2.4.2. Communication Theory

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

The communication theory appreciates the binary aspects of information exchange which is interaction and participation. This is relevant in the context of project management and in particular on the critical factor of stakeholder management. Evidence, from Gachie (2019), shows that effective execution of project implementation exercise is significantly pegged on the existence of a communication framework. Alqaisi (2018) detailed the importance of comprehensive communication framework as a strategic element contained in the project delivery strategy. Integrating a comprehensive communication policy within the project delivery strategy, gives the project implementation team a concrete framework for creating participation and interaction as evidenced in the work of Van-Ruler (2018).

Project communication plays a vital role in managing the project team and also become a factor to reduce differences among project members (Aga et al., 2016; Wang & Howell, 2010). To increase and improve the performance of project team communication must be effective, communication must be done in a way that information can be easily received and

interpret by both the receiver and the sender so they can take decisions and act accordingly (Harris& Sherblom, 2018).

Communication theory is more important in this study, as it builds a theoretical foundation for interactions and participation and creates channels for airing grievances and also as means of engagement and interaction amongst stakeholders. This enables the determination of any social reservations and opens an effective bridge for exchanging information and communication which in turn extinguishes any potential triggers for conflicts that could disrupt project implementation.

2.4.3 Theory of Project Implementation

Project implementation theory as Nutt, (1986) puts it is a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be rooted. Implementation is a procedure directed by a manager to install planned changes in an organization. There is widespread agreement that managers are the key process actors and that the intent of implementation is to install planned changes, whether they be novel or routine. However, procedural steps in implementation have been difficult to specify because implementation is ubiquitous. Amachree, (1988) made several important distinctions pertinent to these processes of planned change, identifying four procedures called the entrepreneurial, exploration, control and implementation sub processes. From this perspective, implementation can be viewed as a procedure used in planning change process that lays out steps taken by the entire stakeholders to support change.

Project implementation strategies have evolved in order to plan, coordinate and control the complex and diverse activities of modern industrial and commercial projects. All projects

share one common characteristic the projection of ideas and activities into new endeavors. The ever present element of risk and uncertainty means that the events and tasks leading to completion can never be foretold with absolute accuracy. For some very complex or advanced projects even the possibility of successful completion might be in serious doubt (Amachree, 1988). The purpose of project management is to foresee or predict as many of the dangers and problems as possible and to plan, organize and control activities so that the project is completed as successfully as possible in spite of all the risks. The aim is for the final result to satisfy the project sponsor or purchaser, within the promised timescale and without using more money and other resources that were originally set aside or budgeted.

A study by Baker, (1998) strongly confirms the importance of including client satisfaction within any measure of project success. After sampling six hundred and fifty (650) project managers, the researcher concluded that project success is something much more than simply meeting cost, schedules and performance specifications. In fact, client satisfaction with the formal result has a great deal to do with the perceived 19 successes or failure of the project. Findings from the above research support the following definitions of project success. "If the project meets the technical performance specifications and or mission to be performed and if there is a high level of satisfaction concerning the project outcome among the people in the client organization and key users or clients of the project effort, the project is considered on the overall successful" (Baker, 1998).

Perception plays a strong role in this definition. Therefore, the definition is more appropriately termed 'perceived success of project'; Baker, (1998) hence concluded that in the long run what really matters is whether the parties associated with and affected by a project are satisfied. Good scheduled and cost performance means very little in the face of a poor performing product. It may be shown that in many ways, measures of project and implementation success are parallel and complement each other. Consequently, Pinto and

Slevin, (1988) suggested that a synthesis of the measures of success in the fields has the potential to present a more accurate, comprehensive, and useful model of project success.

2.4.4 Theory of Constraints

Theory of Constraints is a methodology used for identifying the barriers that prevent the project objective being achieved successfully, the process used to remove the limitation in the way of achieving the goal and to establish the systematic process of managing those constraints until the project purpose will be achieved. The theory of constraints states that constraints determine the performance. The theory of constraint has been applied in several area like, project management, accounting, production planning, and production control.

The constraint is like a limitation in way of accomplishment of the goals. For example in the landmark book, The Goal, plant highlighted the Goldratt's novel had a resource constraint. Constraint is stage where the project or task fails to perform at expected level. In project management there were three constraints which are schedule, budget and scope. This theory has found application of two projects simultaneous, whereas said that the three constraint are interrelated each other, meant that when pushing down one factor affect others moving up or down that why the project managers advised to be carefully about the constraints. (Steyn, 2002).

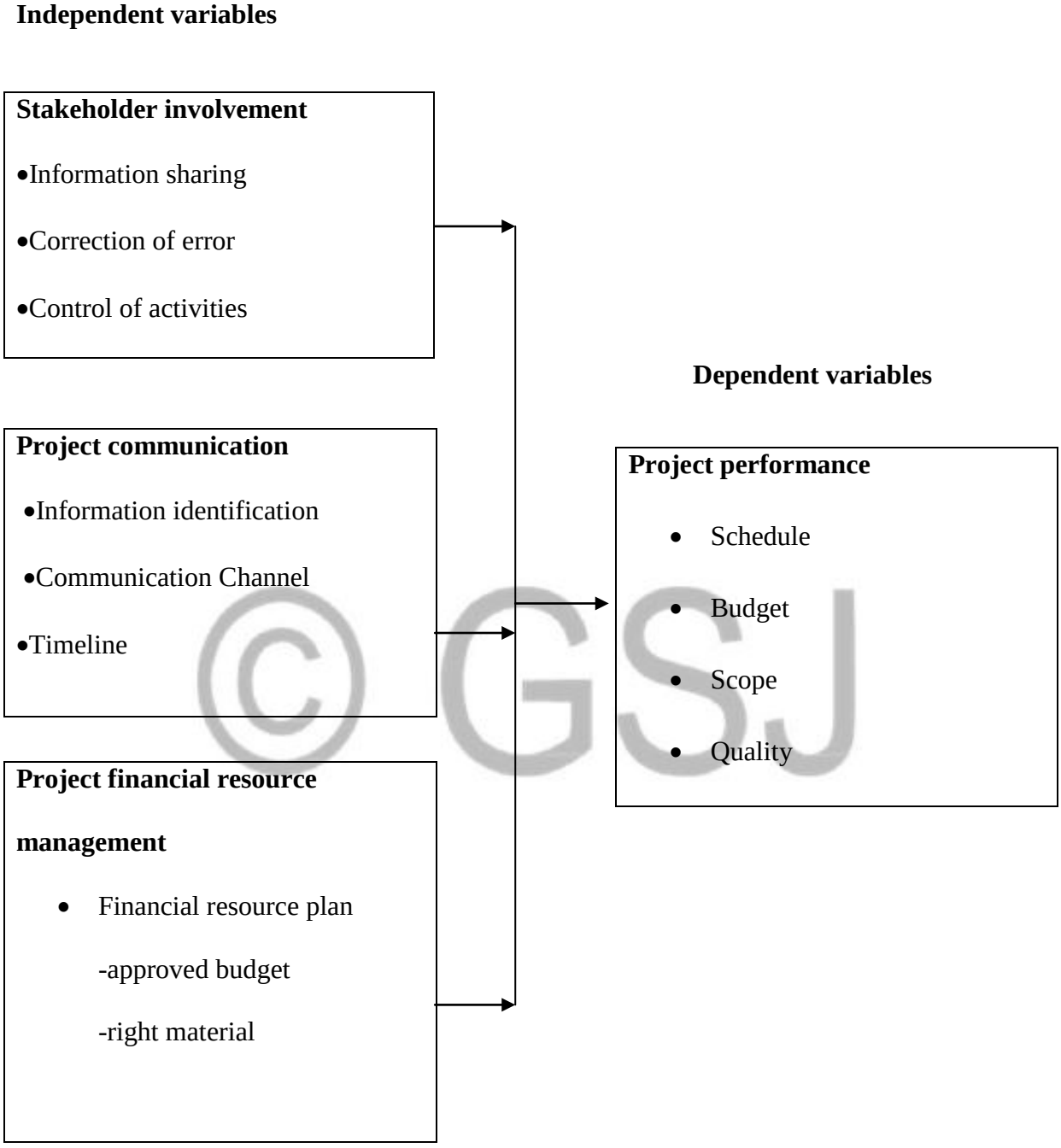
2.4.5 Theory of Change

The theory of change is a method that explain how a given interventions is expected to lead to the specific development change (Harris, 2005). This theory of change was very important in project management because the change is normal in journey of project performance due to technology, working environment, the gap was identified then the change was required to remove the gap, the cause also highlighted, and then find the way to resolve the issues.

It was suitable to address the decision with sufficient feasibility study in terms of economically, legally, politically, technologically. A theory of change is a methodology for planning, adaptive of the strategies, actions, to promote the change and outcomes with explanation of what, why and how the change comes (Andersen, 1996). A theory of change can provide a framework for explanation of why and how to initiate and follow the change in line of the vision and mission of the organization in order to achieve the success (Akpan and Chizea, 2002). In the steps of change there are focus which means to identify the change needed in the future, second was to analyze the changes identified and the solution come from ,third is to simplify the solution of change ,which is powerful than others, the last is to identify partners to bring about preferred goals being achieved (Chizea, 2002) .

It important to use in the study because it was supporting construction firms to be able to predict the changes and address the way t follow it and remaining competitive in industry (Mintzberg and Waters, 1996) . The theory of change better used when stakeholders well understood about it. This will help in thinking through utilization of resources, planning, implementation, monitoring, evaluation, risk mitigation, lessons and increase the consequences awareness. Theory of change assists project managers in planning through tracking progress against plans, milestones and what we expect to happen and how will be maintained.

2.5. Figure 1. Conceptual framework



The conceptual framework comprises two parts: independent variable and dependent variable and shows how variables affect each others. It is a direction a researcher must follow in travel of research (Regoniel, 2015). The independent variable comprises the three variables such as

stakeholders' involvement, project communication, financial resource management and dependent variable comprises a project scope, project schedule, project budget and quality.

The conceptual framework indicates the relationship between project stakeholders involvement strategy in project performance though the reviewed literature shown that project stakeholders involvement strategy could have a significantly influence the project performance, the extent of this relationship in this study was tested in hypothesis $H_{01.}$

The conceptual framework indicates the relationship between project stakeholders communication strategy in project performance by the reviewed literature shown that project communication strategy have significance effect to the project performance, the extent of this relationship in this study was tested in hypothesis $H_{02.}$

The conceptual framework indicates a relationship between projects financial resource management strategy in project performance .According to the reviewed literature shown that a good project financial resource management has a significant effect to the project performance, the extent of this relationship in this study was tested in hypothesis $H_{03.}$

2.6. Summary

Implementation strategies are the process of converting management plans into actions in order to accomplish organizational objectives and goals. Successfully implemented projects enable achievement of desired changes in organizations through the business-value created by project outcomes. Performance of a project is based on task accomplishment as determined by its completeness, adherence to accuracy of the standards, speed and cost (Omondi, 2017).

The success level of the project based on the following standards: efficiency, effectiveness, impact, relevance, environmental protection and timeline. The project well performed when it comes on preset conditions of time, cost. However, the concept of project performance has

been enriched and expanded in the mostly three project constraints cost, time, quality (Hassan and Adeleke, 2019),

It is more powerful to have implementation strategy on performance of project since in project there many persons with difference tasks with difference competencies, perceptions and skills helps in allowing the organizations to be proactive rather than reactive, it is very important because it help the organization to predict and prepare their before. It helps the organization sets up a sense of direction must travel and aids in establishing and achieving realist objectives and goals. It increases operational efficiency by providing a roadmap to align the project activities, guiding decision making based on approved budget, all of those will help to become more competitive and durable in environment. If you're considering to adopt a implementation strategies in organization are allowing a way to put in line project staff and day to day operations then envision may just be a response you have been looking for helps project manager to track project performance and report to stakeholders.

CHAPTER THREE: RESEARCH METHODOLODY

3.0. Introduction

In this study section the research methodology used by the researcher in gathering field data was covered. This chapter follow the way of how the researcher deals to get the data included the research design, population focused, how many people were the sample size and how the respondents were chosen the respondents, data collection instruments, reliability, validity of study , data analysis and ethical consideration of the study.

3.1. Research Design

The study used descriptive survey research design, the researcher observed that was completed for this kind of study. Descriptive survey approach gave the best statistical foundation. Bell, Bryman and Harley (2018) explained that descriptive survey research design combines statistical presentations in describing a phenomenon under investigation. In descriptive survey approach, data is gathered using designated tools for field survey, such as the questionnaires, interviews or observation (Cooper & Schindler, 2014). Afterwards, the data was cleaned then processed and finally presented, where statistical constructs notably descriptive and inferential approaches are employed to present the research results. This also enables the researcher to employ quantitative dimensions used to collect data from respondents and to explain the research findings (Saunders & Bezzina, 2015).

This study examined the relationship between the implementation strategies and the performance of construction project. Descriptive survey approach found to be best suited to present the findings of this study. This because upon processing the field data, the effect of project implementation strategies will be analyzed through inferential data derived from the descriptive statistical analysis in terms of percentages, frequencies, mean, and standard deviation. Inferential statistical analysis in terms of correlation and regression was performed.

Therefore, in order to gain optimal conclusive evidence effect on project performance of construction project.

3.2. Target population

Target population is the entire group that a researcher wants to draw a conclusion. It refers a complete set group of people, items with common characteristic in particular area in which a researcher wishes to consider for specific intended study (Rugenyi and Bwisa, 2016). A group of items, individuals, objects about the researcher wants to draw conclusion. This study the target population in included officers that forefront in facilitating implementation of strategies and performance of RURA TTP. In this study, the population was 86 project members, including managers, supervisors and other project staff.

3.3 Sampling Design

This section comprises the sampling procedure that was adopted in calculating the sample size used in this study. Sample design a definite plan for obtaining a sample from population, is an approach or technique the researcher should use in selecting items or population for the sample. Sampling methods help the researchers to save time and cost by reducing items or population paying attention in terms of considering a subset then make generalization.

3.3.1 Sample size

The sample size refers to the determined representative portion of a population that is drawn from a bigger population which is the target of the study (Bell *et al.,* 2018). Sampling is the technique of choosing individual, elements that the researcher is dealing with. In the vast majority of research endeavors, the participation of an entire population of interest is not possible, so that a smaller group should relied without bias as well as it may result valid and reliable conclusions. Cooper and Schindler (2014) indicated that a sampling frame is a group

of components whereas that a researcher was choosing the sample. In this study, The target of 86, which was small using census technique because Saunders, Lewis and Thornhill (2016) said if target population is small meant that below 100 people ,census technique, was adopted. The study used census technique because target population was small. The study used stratified sampling technique to select 86 respondents because target population was in five categories of employees:

Table 1.Population and Sample size

Positions	**Population**	**Sample**
Project manager	1	1
Procurement staff	7	7
Finance staff	8	8
Contractor engineers	16	16
Supervision staff	54	54
Total	**86**	**86**

Source: Project manager (2022)

3.3.2 Sample techniques

Saunders and Bezzina (2015) explain sampling techniques as the procedures that the researcher used to choose elements from a population to represent that population. A sample is a small part intended to show what a bigger whole is like. It refers as representative subset of population in whole population that guides the researcher rather than taking whole people. There many techniques using in sampling population but this study suited to use the census sampling techniques in selection the participants of RURA TTP specifically those who

benefit from the use of project Implementation strategies and construction project to represent the group in sampling.

3.4 Data collection methods

3.4.1 Data collection instruments

This study used a structured questionnaire as the primary data collection instrument that allows the respondents to express their opinions. Data collection instrument refer to the tool used by the researcher actually to collect data in the research process (Hair, Wolfinbarger, Money, Samouel & Page, 2015). Questionnaire refers to a data gathering tool that contains a list of questions, whether close-ended or open-ended, seeking respondent's feedback for a topic under investigation (Sekaran & Bougie, 2016). Demographic data of respondents was collected followed by data relating to the independent and dependent variables.

The questionnaires comprise the close-ended questions which ensured understandable and quick responses with take care about the respondents' availability. A 5-point Likert scale used to gather data, where 1 was the least level of satisfaction and 5 the highest level of satisfaction. The questionnaire divided into two different section namely; Section A, which covered demographic details of the respondents, section B which cover the independent variables and dependent variables of the study, 1 collected data on stakeholders involvement variable, section 2 collected data on communication, section 3 collected data on financial resource management and section 4 collected data on dependent variable which will project performance.

3.4.2 Procedures of data collection

The researcher asked for the appointment first with the project manager to introduce and explain that was the school requirement to conduct a research, that why showed that letter

from university allowed me to get information ,after explanation was asking the appointment to meet with the respondents to explain the purpose of the research then give them the questionnaires. it picked in during one week .The purpose of giving enough time of going through all the questions to ensure that information gathered were being accurate and reliable.

3.4.3 Reliability and validity of the instruments

3.4.3.1 Reliability of the Research Instrument

In order to ascertain as to whether the research tool is reliable, it should be able to produce similar results across different contexts, as long as the research methodology and the group of respondents share similar characteristics. The reliability factor centers on data attributes notably; consistency, stability, or dependability (Hair *et al*., 2015). A context said as reliable when is tested different times and given same (Cooper & Schindler, 2014). The researcher conducted a pilot study as a pretest, the finding analyzed by using Cronbach alpha. Based on Bujang, Omar, & Baharum (2018) the Cronbach Alpha coefficient used in obtaining reliability of an instrument must have a tolerance coefficient for social science research of 0.7 and above.

3.4.3.2 Validity of the Research Instrument

Validity defines as degree of legal acceptability of the instrument measures that constructs under investigation; validity is helpful because it helps the researcher to ensure that the instruments are measured in desired constructs. The supervisors, experts and panelists examined during defense proposal whether it fitted with the research objectives.

3.5 Data analysis

Once the process for collecting field data was completed, data was cleaned, organized and fed into data processing software for analysis. The researcher used Microsoft Excel as the primary software for recording raw data and cleaning it before exporting final product to SPSS version 24. It is the process applying techniques by inspecting and modeling data with the objective of establishing valuable outcomes, appropriate conclusion, and informing decision making.

Descriptive statistics provide summarizing information of the characteristics of respondents in terms of mean scores, standard deviation, percentages, correlation crass tabulation. The collected data presented using frequency tables or graph for social characteristic demographics while Central tendency used to ascertain the data related to the objectives. Lastly, coefficient of correlation, means, standard deviation, regressions used to establish effect of project implementation strategies variables and performance of construction project in terms of time, cost, scope and quality by using regression analysis formulas $Y=B_0+B_1X_1+B_2X_2+B_3X_3+\varepsilon$

Where,

Y =Performance of RURA TTP,

B0 =constant,

B_1-B_4 =beta coefficients,

X_1 =Stakeholders involvement,

X_2 =Project communication,

X_3 =Project financial resource,

ε =Error term.

3.6. Ethical consideration

Ethics is the moral principles that govern society help to differentiate the acceptable and unacceptable behaviors which help to know what are the right and wrong to the subject of research stated by David and Resnik (2011). Ethics emphasize on the standards the researcher should follow in the study in sense of getting right information without affecting people or being affected (Saunders et al., 2012).The researcher obtained an authorization letter from MKU permit to collect data in RHA, the research gave enough explanation about the purpose of the study and request the appointment based on their availability, they filled without providing private information like name, phone number, email.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This study basically focused on the assessment on Project implementation strategies on the performance of RURATTP (Rwanda Utility Regulatory Authority Twin Tower Project). This research specifically aims at examining the effect of project stakeholders' involvements on the performance of RURA TTP, examining the effect of Project communications on the performance of RURA TTP and examining the effect of project financial resources management on the performance of RURA TTP. With these objectives in mind, the common goal of this chapter to present real data collected, analyzed, interpreted, and presented in a systematic way by providing evidence and responses from the field research. Therefore, we are going to demonstrate all the numeric findings from the research and discuss the conclusions that they can bring into real life situations from chapter five.

4.1. Demographic Characteristic of the Respondents

While carrying out this study, different factors were considering and among those we included different rates referring to gender, education, and age perspectives for us to be able to assess different respondents' groups and experience in terms of knowledge and providing quality analysis. Like we are going to see in different table forms, among the rates demonstrated gender of the respondents, ages we considered, any of the working experience from the respondents, and the educational background information given by the respondents.

4.1.1 Gender of respondents

The study captured gender of the respondents in order to establish the most dominant gender in procurement. The respondents were asked to state their gender and the distributions shown in table 4.1 below.

Table 2. Gender of respondents

Gender of respondents

Gender of respondents	Frequency	Percent
Males	52	59.9
Females	34	40.0
Total	86	100.0

Source: Primary data (2022)

The result in this table above shows genders of the total 86 respondents. Note that the total number of respondents or frequencies forming our sample of respondents was 86 people in total. Obviously, the numbers of males were 52 and the females were 34. In percentages, males and females occupied 59.9% and 40.0% respectively. This can be simply generating the idea that most of the construction companies use a higher number of males compared to females even though the changes keep taking place.

4.1.2 Education level of respondents

Doumbia (2013) agrees that education act as a center for all human everyday life and facilitate explorations that help the society to grow and develop in both social and economic perspectives. Like he says, education clearly provides knowledge and skills to understand the world around us. The level of education was necessary in assessing the knowledge of respondents which is necessary in understanding their ability to adequately respond to questionnaires. It helps to identify respondents that would require assistance to respond to study questions.

Table 3. Education level of respondents

Education level of respondents

Education level	Frequency	Percent
Post graduate level	11	12.3
Graduate level	23	27.2
Diploma level	41	47.5
Certificate level	10	11.5
PhD level	3	1.2
Total	86	100.0

Source: Primary data, 2022

The outcomes presented in table 4.2; indicated that the majority of the respondents had graduate level. The outcomes revealed that 12.3 percent of the respondents had post graduate level of education, 47.5 percent of the respondents had diploma level, 27.2 percent of the respondents had graduate level, 11.5 percent had certificate level while 1.2 percent had PhD level. This could possibly mean that since most people occupy their careers after they have graduated from their level of education, we had the possibility to access quality responses from people with different education backgrounds which gave confidence and courage to evaluate the possibility for our objectives and respond to research questions. According to Okoro (2016) stated that the people with high qualification are to provide high performance within an organization as they are equipped with more knowledge related to the problem in matter.

However, Johnson (2014) stipulated that it is not easy to predict the accuracy of information based on education level of respondents, because respondents may be influenced by external factors such the consequences to face after providing information; but Kellon (2016) state that education level define the capacity of respondents to understand, analyze, make

judgment and draw conclusion. Based on the view of different authors, it is clear that identification of education level is very important in collecting data.

4.1.3 Working experience of respondents

Respondents were requested to present their working experience and the results were presented in table 4.3.

Table 4. Respondents experience

Respondents experience

Working experience	Frequency	Percent
Less than 3 years	20	23.1
Between 4 and 6 years	19	21.9
Between 7 and 9 years	27	31.4
10 years and above	20	23.5
Total	86	100.0

Source: Primary data, 2022

The table 4.3project the working experience of the research respondents. The minimum working experience we considered was 3 years and less. The total number of respondents from the sample was estimated to 86 in totals among which 47 had a better experience exceeding 7 years. Similar to the age rate, working experience also used 4 categories starting with 3 years or less, working experience between 4 to 6 years, working experience between 7 to 9 years, and finally 10 years of working experience and above. In fact, these four categories were enough to collect both quantitative in determining how much in terms of the contribution that project implementation strategies contribute to the performance in RURA TTP.

4.2 Presentation of Findings

4.2.1 Establishing the effect of project stakeholders' involvements on the performance of RURA (Rwanda Utility Regulatory Authority Twin Tower Project)

Researcher asked respondents to give their views on the Examining the effect of project stakeholders' involvements on the performance of RURA TTP and the results are presented in table.

Table 5. Perception of respondents on examining the effect of project stakeholders' involvements on the performance of RURA TTP (Rwanda Utility Regulatory Authority Twin Tower Project).

Perception of respondents on examining the effect of project stakeholders' involvements on the performance of RURA TTP (Rwanda Utility Regulatory Authority Twin Tower Project).

Responses	SA	A	N	SD	D	MEAN	Std.DEV
We identify project stakeholders during project planning and design and implementation	59.1	27.3	3.4	4.5	5.7	3.17	.43
Stakeholders are allowed to share information in the way of reducing error and correct it during project implementation	59.1	26.1	4.5	4.5	5.7	3.49	.50
We exercise transparency with all stakeholders during various stages even control of activities the project.	71.6	21.6	2.3	1.1	3.4	3.29	.46
We are accountable to key stakeholders of the project	59.1	29.5	2.3	3.4	5.7	3.70	.46

We use the stakeholders' feedback to Inform and redesign the project.	71.6	21.6	0	6.8	6.8	3.13	.34
We identify project stakeholders during project planning and design and implementation.	58	33	6.8	2.3	0	3.74	.44
With the project stakeholders' involvements all items that have to be procured are identified	77.3	10	12.5	6.8	2.3	3.68	.56
With Project stakeholders' involvements Procurement requirements are defined	73.9	20.5	2.3	2.3	1.1	3.58	.49

Source: Primary data (2022)

Table 4.4; indicated that the respondents had various views on effect of project stakeholders involvements on the performance of RURA TTP where 5.7% strongly disagreed that identifying project stakeholders during project planning and design and implementation, 3.4% of the respondents disagreed with the statement, 4.5% that of the respondents were neutral option; at the same time 27.3 % of the respondents agreed Stakeholders are allowed to share information which is an effective way of reducing error and correct it during project implementation and the majority 59.1% of the respondents strongly agreed that Stakeholders are allowed to share information which is an effective way of reducing error and correct it during project implementation is a factors to performance of RURA TTP, this is supported by a strong mean of 3.17, and homogeneous standard deviation of .43 which indicates the existence of the fact.

5.7% of the respondents strongly disagreed, 4.5% of the respondents disagreed, 4.5% of the respondents chose neutral option though 26.1% of the respondents agreed and the majority

59.1% of the respondents strongly agreed that being accountable to key stakeholders of the project to achieve performance; this is indicated by strong mean of 3.49, and heterogeneous standard deviation of .50 which indicates the existence of the fact which means the exercise transparency with all stakeholders during various stages even control of activities the project to achieve performance in RURA TTP.

The research revealed that 3.4% of respondents strongly disagreed, 1.1% of the respondents disagreed, 2.3% of the respondents chose neutral option though 21.6% of the respondents agreed and the majority 71.6% of the respondents strongly agreed that use the stakeholders' feedback to inform and redesign the project is a factor contributing to performance in RURA TTP. This is presented with a strong mean of 3.70 and standard deviation of .46, form the result it is clear that project stakeholders' involvements is always integrated with use the stakeholders' feedback to inform and redesign the project of RURA TTP.

It was revealed that 5.7% strongly disagreed, 3.4% disagreed, 2.3% of the respondents chose neutral option though 29.5% of the respondents agreed and the majority 59.1% of the respondents strongly agreed that project stakeholders' involvements lead to big budget deficits is a factor contributing to performance in RURA TTP, This is shown by a strong mean of 3.13 and homogeneous standard deviation of .34 and it indicates the existence of the fact.

The researcher found out that 6.8% of respondents disagreed, 6.8% of the respondents chose neutral option though 21.6% of the respondents agreed and the majority 71.6% of the respondents strongly agreed that Project stakeholders' involvements results into compliance to set procedures is a factors contributing to performance in RURATTP , this is presented with a strong mean of 3.74, and heterogeneous standard deviation of .44. It was also found that 2.3% of the respondents disagreed, 6.8% of the respondents chose neutral option though

33% of the respondents agreed and the majority 58% of the respondents strongly agreed that Project stakeholders' involvements can be gained by proper procurement planning is a factor contributing to performance in RURA TTP; this is presented with a strong mean of 3.68 and standard deviation of .56. From this point of view researcher observed that project stakeholders' involvements can be gained by proper procurement planning

The researcher found that 1.1% of the respondents strongly disagreed, 2.3% of the respondents disagreed, 6.8% of the respondents were neutral though 12.5% of the respondents agreed and the majority 77.3% of the respondents strongly agreed that with Project stakeholders' involvements all items that have to be procured are identified is a factor contributing to performance in RURA (Twin Tower Project).

1.1% of the respondents strongly disagreed, 2.3% of the respondents disagreed, 2.3% of the respondents chose neutral option though 20.5% of the respondents agreed and the majority 73.9% of the respondents strongly agreed that with Project stakeholders' involvements Procurement requirements are defined is a factor contributing to performance in RURA TTP . This is shown by a strong mean of 3.58 and homogeneous standard deviation of .49.

Project stakeholders' involvements (PSI) has been described as a project and supply chain management tool in which the supplier has taken the responsibility for making decisions as to the timing and amounts of project completion, Omar, Jayaraman, Salah, Debe, & Omar (2020). The main advantages of (PSI) are reduced costs and increased stakeholders' levels to one or both participating members. PSI greatly reduced project costs and stock out which is a situation in which the demand or requirement for an item cannot be fulfilled from the current project problems while, at the same time, therefore it offers the ability to synchronize both project and project activities decisions within the institution. Information sharing plays vital

roles in project implementation strategies, particularly in Project stakeholders' involvements system within the institution, Wettasinghe&Luong (2020).

As a general rule in data interpretation, if the p value exceeds 0.05, the researcher conclude that the assumption was met, and we will surely prove that the homogeneity principle isn't violated either. Likewise, we will conclude that there had not been some or any probability of falsely turning down the null hypothesis. Otherwise, if no caution taken, the homogeneity principle might be preventing the researcher to attain an effective and true hypothesis. The project stakeholders' involvements were tested, and all measured values appeared to be more than just 0.05 and measured in terms of homogeneity and it was found that the two variables are comparable and equal.

4.2.2 Establishing the effect of Project communications on the performance of RURA TTP (Rwanda Utility Regulatory Authority Twin Tower Project).

The researcher asked respondents to give their view on examining the effect of Project communications on the performance of RURA TTP and the results were presented in table

Table 6. Establishing the effect of Project communications on the performance of RURA TTP.

Establishing the effect of Project communications on the performance of RURA TTP.

Responses	**SA**	A	**N**	**SD**	**D**	**MEAN**	**Std.DEV**
There exists a stakeholder communication framework in project implementation.	38	20	26	5.7	3.4	3.78	.41
Stakeholder communication is key in attaining success of project implementation at RURA TTP.	50	20	18	8	4.	3.74	.44

Stakeholders' views and feedback are sought and considered in decision making.	65	25	6	1	3	3.68	.56
Both vertical and horizontal channels of communications are employed while passing information, it is effective.	51	19	10	8	12	3.58	.49
Throughout the project, each stakeholder is managed to ensure their communication needs are being met.	70	6	5	4	15	3.52	.49
With Project communications supervision is a team work process at RURA TTP.	87	4.5	0	2.3	2.3	3.70	.46
With Project communications the contract managers maintain contract records at RURA TTP.	50	50	0		0	3.86	.34
With Project communications procured items are delivered on time.	64	36	0	0	2.3	3.68	.46

Source: Primary data (2022)

Table 4.5, indicate that 3.4% of the respondents strongly disagreed, 6.8% of the respondents disagreed, 5.7% of the respondents chose neutral option though 26.1% of the respondents agreed and the majority 58% of the respondents strongly agreed that withexists a stakeholder communication framework in project implementation affect performance in RURA TTP , this is presented with a strong mean of 3.78, and homogeneous standard deviation of .41 which indicates the existence of the fact. The respondents also were asked about whether Stakeholder communication is the key in attaining success of project implementation. 4% of

the respondents strongly disagreed, 8% of the respondents disagreed even if 18.2% of the respondents agreed and the majority 70% of the respondents strongly agreed affect performance in RURA TTP; this is presented with a strong mean of 3.74, and homogeneous standard deviation of .44.

The findings revealed that 3% of the respondents strongly disagreed, 1% of the respondents disagreed, 6% of the respondents chose neutral option, on the other hand 25% of the respondents agreed and the majority 65% of the respondents strongly agreed that Stakeholders' views and feedback are sought and considered in decision making with regard to projects control affect performance in RURA TTP with a strong mean of 3.68, and homogeneous standard deviation of .56. 12% of the respondents disagreed, 8% of the respondents chose neutral option while 10% of the respondents agreed and the majority 70.5% of the respondents strongly agreed that both vertical and horizontal channels of communications are employed while passing information, it is effective affect performance in RURA TTP; this is presented with a strong mean of 3.58, and homogeneous standard deviation of .49.

Among the respondents as it was presented 15% strongly disagreed, 4% disagreed on the other hand 5.7% agreed where the majority 76% strongly agreed that with Project communications there is proper contract coordination affect performance in RURA TTP; this is presented with a strong mean of 3.52, and homogeneous standard deviation of .49 In addition, 2.3% of the respondents strongly disagreed, 3.4% of the respondents disagreed, 2.3% of the respondents chose neutral option, on the other hand 4.5% of the respondents agreed and the majority 87.5% of the respondents strongly agreed that Throughout the project, each stakeholder is managed to ensure their communication needs are being met

affect performance in RURA TTP, this is presented with a strong mean of 3.70, and homogeneous standard deviation of .46.

The outcomes presented indicated that 8% strongly disagreed, 2.3% of the respondents chose neutral option, 28.4% of the respondents agreed and the majority 61.4% of the respondents strongly agreed that With Project communications supervision is a team work process affect performance in RURA TTP, this is presented with a strong mean of 3.86, and homogeneous standard deviation of .32. In this research 5.7% of the respondents strongly disagreed, 4.5% of the respondents disagreed, 3.4% of the respondents were neutral, 27.3% of the respondents agreed and the majority 59.1% of the respondents strongly agreed that with project communications procured items are delivered on time affect performance in RURA TTP, this is presented with a strong mean of 3.68, and homogeneous standard deviation of .46.

4.2.3 Establishing the effect of project financial resources management on the performance of RURA TTP (Rwanda Utility Regulatory Authority Twin Tower Project).

Researcher indicates their level of agreement with the statements related to the Establishing the effect of project financial resources management on the performance of and the results were presented in table 4.6.

Table 7. Respondent's views on establishing the effect of project financial resources management on the performance of RURA (Twin Tower Project).

Respondent's views on establishing the effect of project financial resources management on the performance of RURA (Twin Tower Project).

Responses	**SA**	A	**N**	**SD**	**D**	**MEAN**	**Std.DEV**
There is approved budget for this project	54.5	28.4	6.8	4.5	5.7	3.52	.30
The budget has been helpful in finance management.	60.2	27.3	5.7	4.5	2.3	3.45	.40
Record keeping efficiency in finance management.	54.5	30.7	4.5	3.4	6.8	3.37	.48
We check quality when the suppliers deliver materials	61.4	23.9	6.8	4.5	6.8	3.27	.45
We use procurement process when make purchase of materials.	67	6	13.6	14.8	0	3.74	.44
There is an importation of materials occur, it is effectively	70.5	27.3	2.3		0	3.45	.40

Source: Primary data (2022)

Table 4.6, indicated that 5.7% of the respondents strongly disagreed, 4.5% of the respondents disagreed, 6.8% of the respondents chose neutral option, on the other hand 28.4% of the

respondents agreed and the majority 54.5% of the respondents strongly agreed that There is approved budget for this project affect performance in RURA (Twin Tower Project) and this is presented with a strong mean of 3.52, and homogeneous standard deviation of .30. The respondents 5.7% strongly disagreed, 2.3% disagreed, 4.5% chose neutral option while 27.3% of the respondents agreed and the majority 60.2% of the respondents strongly agreed that the budget has been helpful in finance management affect performance in RURA (Twin Tower Project); this is presented with a strong mean of 3.45, and homogeneous standard deviation of .40.

The findings revealed that 6.8% of the respondents strongly agreed, 3.4% of the respondents disagreed, 4.5% of the respondents chose neutral option while 30.7% of the respondents agreed and the majority 54.5% of the respondents strongly agreed that Project financial resources management has ensures that time schedule for the provision of services/work is estimated affect performance in RURA (Twin Tower Project) and this is presented with a strong mean of 3.37, and homogeneous standard deviation of .48. From the table above again the findings indicated that 3.4% of the respondents strongly disagreed, 6.8% of the respondents disagreed, 4.5% of the respondents chose neutral option while 23.9% of the respondents agreed and the majority 61.4% of the respondents strongly agreed that Project financial resources management has ensures that completion criteria for the work to be performed is specified affect performance in RURA (Twin Tower Project); this is presented with a strong mean of 3.27, and homogeneous standard deviation of .45.

The results indicated that 14.8% of the respondents disagreed, 13.6% of the respondents chose neutral option while 4.5% of the respondents agreed and the majority 67% of the respondents strongly agreed that Project financial resources management has ensures that the procured items are delivered on time affect the performance in RURA (Twin Tower Project);

this is presented with a strong mean of 3.74, and homogeneous standard deviation of .44. It was found out that 2.3% of the respondents chose neutral option while 27.3% of the respondents agreed and the majority 70.5% of the respondents strongly agreed that Project financial resources management has ensures that there is quality service delivery and this is presented with a strong mean of 3.68, and homogeneous standard deviation of .56.

According to Coyle et al (2003), project financial resources management is a control that endeavors to decrease levels of stock by planning free market activity by the point where the sought thing touches base for utilize in the nick of time. Items in a perfect world ought to arrive when an institution precisely needs it, with no resistance for ahead of schedule or late conveyances. In the nick of time System is additionally characterized by Lysons and Gillingham (2003), as a stock control logic whose point is keeping up sufficiently first material in simply the ideal time at simply the opportune place to make only the appropriate measure of item. It is an incline creation framework primarily utilized as a part of tedious assembling. The Project financial resources management System proposes that when an association needs inventories ought to be accessible by then, no later, nor any prior.

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

The project performance is assessed by the ability to meet the predetermined time, using planed budget with the scope determined and satisfying customer requirement about the quality desired. In this study the research asked respondents to indicate their perception about performance of RURA TTP as summarized in table 4.7 follows.

Table 8. Project Performance

Project Performance

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

Source: Primary data (2022)

Table 4.7, indicated that 5.7% of the respondents strongly disagreed, 70% of the respondents disagreed, 20% and 5% of the respondents chose neutral option, on the other hand 3% of the respondents agreed and strongly agreed that There is timely completion of projects at RURA TTP and this is presented with a strong mean of 3.53, and homogeneous standard deviation of .31. The respondents 10% strongly disagreed, 20% chose neutral option while 20% of the respondents agreed and the majority 60% of the respondent's strongly agreed RURA TTP Projects is concluded within budgeted cost; this is presented with a strong mean of 3.45, and homogeneous standard deviation of .40.

The findings revealed that 20% of the respondents chose neutral option while 25% of the respondents agreed and the majority 55% of the respondents strongly agreed that RURA TTP

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

4.4. Inferential Statistics

Further the study carried out inferential statistics to Establishing the model as conceptualized in chapter two. Pearson correlation analysis was used to show the strength of the relationship between dependent and independent variables while regression analysis was used to confirm or reject hypothesis of this research. In addition, correlation analysis was used as a multi co linearity test whereby if two independent variables had correlation coefficient of + or – 0.7, then multi co linearity was a problem.

Table 9. Correlation between Project stakeholders' involvements and Performance

Correlation between Project stakeholders' involvements and Performance

Particular		Project stakeholders' involvements	Performance
Project stakeholders' involvements	Pearson Correlation	1	
	Sig.(2-tailed)		
	N	86	
Performance	Pearson Correlation	.865**	1
	Sig.(2-tailed)	.000	
	N	86	86

Correlation is significant at the0.01 level (2-tailed).

Source: Primary Data(2022)

According to the table 4.8 there is positive relationship between Project stakeholders' involvements and performance of performance of project because of the positive value for correlation coefficient. The Project stakeholders' involvements variable has 0.865 correlations with the Performance variable.

Table 10. Correlation between Project communication and Performance

Correlation between Project communication and Performance

Particulars		Project communication	Performance
Project communication	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	86	
Performance	Pearson Correlation	.872**	1
	Sig. (2-tailed)	.000	
	N	86	86

Correlation is significantatthe0.01 level (2-tailed).

Source: Primary Data (2022)

The findings indicate that there is strong correlation between Project communication and performance of project where researcher observed that Project communication is correlated to the performance of project at 0.872, the result is statistically significant due top-valueis0.000whichislessthan0.05 as suggested by SPSS program.

Table 11. Correlation between Project financial resources management and Performance.

Correlation between Project financial resources management and Performance.

Particulars		**Project financial resources management**	**Performance**
Project financial resources management	Pearson Correlation	1	
	Sig.(2-tailed)		
	N	86	
Performance	Pearson Correlation	.794**	1
	Sig.(2-tailed)	.000	
	N	86	86

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

Source: Primary data (2022)

Table 4.10 indicates that there is strong positive relationship between Project financial resource management provided by Project implementation strategies and Performance of RURA TTP at coefficient correlation of 0.794. Further, the result is significant due to p-value is 0.000 which is less than 0.01 as suggested by SPSS program. Thus, when Project implementation strategies provides right and appropriate performance of project are more likely to be improved. Further, the value of this correlation coefficient 0.954is fall under coefficient range from +0.91 to +1.00. Therefore, the relationship between Project financial resources management and Performance of RURA TTP is very strong.

Table 12. Summary of Correlation

Summary of Correlation

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

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

Source: Primary data (2022)

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

Results in Table 4.11, Pearson correlation revealed that there was a strong positive relationship between project stakeholders' involvements and performance at the coefficient of correlation was 0.8655. The probability value = .000 which is less than 0.05. This means that there is a relationship of 86.55% between project stakeholders' involvements and

performance in RURA TTP Secondly, correlation analysis indicated a weak relationship between Project communications and performance of 0.8725 The probability value = .000 which is less than 0.05. This implies that there is a strong relationship of 87.25% between Project communications and performance of RURA TTP.

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

Table 13. Correlation between project implementation strategies and performance of RURA TTP.

Correlation between project implementation strategies and performance of RURA TTP.

Particulars		**Project implementation Strategies**	**Project performance**
Project implementation strategies	Pearson Correlation	1	.844**
	Sig. (2-tailed)		.000
	N	86	86

Project performance	Pearson Correlation	.844**	1
	Sig. (2-tailed)	.000	
	N	86	86

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

Source: Primary Data (2022)

This section provides results about the relationship between independent Variable and dependent variable. The findings revealed that project implementation strategies is correlated to the performance of Rwanda Utility Regulatory Authority Twin Tower Project at 0.844, the result is statistically significant due to p-value is 0.000 which is less than 0.01 as indicated by SPSS Program.

4.5 Regression analysis

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

Table 14. Model Summary

Model Summary

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

Source of primary data (2022)

From the table 4.9; regression analysis revealed a positive relationship (R = 953). The R coefficient of 0.953 indicates that the predictors of the model which project stakeholders' involvements, Project communications and project financial resources management, have a correlation of 95.3% with the dependent variable (performance) The study also revealed that a combination of project stakeholders' involvements, Project communications and project financial resources management together contributed to 90.8% (R^2= 0.90.8) of the performance.

Table 15. Analysis of variance (ANOVA)

Analysis of variance (ANOVA)

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

Source: primary data (2022)

a. Dependent Variable: Performance in RURA TTP ,

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

Table 4.10 shows that variations in performance can be explained by the model to the extent of 0.992 out of 1.361 or 72.8 % while other variables not captured by this model can explain 27.1 % (0.369 out of 1.361) of the variations in performance. F value of the model produces a p-value of 0.015 which is significantly different from zero. A p-value of 0.015 is less than the set level of significance of 0.05 (0.015<0.05) for a normally distributed data. This means that the model is significant in explaining performance in RURA (Twin Tower Project).

Table 16. Coefficients

Coefficients

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

Source: Primary data (2022)

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

From the data in table 4.11, the established regression equation was:

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

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

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

4.7 Results of Hypothesis Testing

This section indicates the linear regression model summary .hence the table indicate (r2) the essential effects so as to confirm whether hypotheses are acceptable or reject according to the results of hypothesis test.

Table 17. Results of Hypothesis Testing

Results of Hypothesis Testing

Hypothesis developed	Beta(β)	P-value	Decision on H_O	R^2
Project stakeholder involvement	.212	.000	Rejected	
Project communication	.237	.003	Rejected	
Project financial resource management	452	.005	Rejected	

Source: Primary data (2022)

Table 4.16, the first hypothesis revealed that there is no significance effect of project stakeholders involvement on performance of RURA TTP, the second hypothesis relates that project communication no significant effect on performance of RURA TTP and the last

related to project financial resource management no significant effect on performance of RURA TTP. Therefore all hypotheses ere rejected because p-value were less than 0.005 which means that all variables have significantly effect on the performance of performance of RURA TTP.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction

The focus of this study desired to investigate the influence of Project implementation strategies on the performance of RURA TTP (Rwanda Utility Regulatory Authority Twin Tower Project). Throughout this chapter five, there indicated summarized and grouped information based on final conclusions including brief overview of the research discoveries based on the objectives and research questions of the study. In the end, we therefore, provided conclusion fact, recommendations that can be made and further research that can be done by another investigator in this similar field.

5.1 Summary of Key Findings

The following are the three summarized objectives from the general findings and affirmation made from research interpretations.

5.1.1. To assess the effect of project stakeholders' involvements on the performance of RURA TTP (Rwanda Utility Regulatory Authority Twin Tower Project)

Pearson correlation revealed that there was a strong positive relationship between project stakeholders' involvements and performance at the coefficient of correlation was 0.663. The probability value = .000 which is less than 0.05. This means that there is a relationship of 66.3% between project stakeholders' involvements and performance in RURA TTP.

5.1.2. To Establishing the effect of Project communications on the performance of RURA TTP (Rwanda Utility Regulatory Authority Twin Tower Project)

Secondly, correlation analysis indicated a weak relationship between Project communications and performance of 0.358 the probability value = .000 which is less than 0.05. This implies

that there is a relationship of 35.8% between Project communications and performance of RURA (Twin Tower Project).

5.1.3. To analyze the effect of project financial resources management on the performance of RURA TTP (Rwanda Utility Regulatory Authority Twin Tower Project)

Last, the result of correlation indicated moderate relationship between project financial resources management and performance of 0.342. The probability value = .000 which is less than 0.05. This implies that there is a relationship of 34.2% between project financial resources management and performance.

5.2. Conclusion

Stakeholders' engagement should inclusive and all relevant stakeholders likely to be affected by the project directly or indirectly should be involved. Equally stakeholders who are known to oppose the project should be engaged in a constructive manner and the air cleared for any grievances put forward. This simple act could translate to being the difference of failure versus success of the project. The management of the organization should emphasize to all project staff members the culture of transparency and accountability when dealing with stakeholders of the project. This might not only enhance good working relationship but may result in stakeholders embracing the project and owning it. The trickledown effect being project sustainability even after exit of the funding organization.

Resource management has been all along looked in a narrow perspective where the focus has been on financial funds. However time as a resource has come to spotlight since project has to be implemented within certain established dates. Recently the issue of organization having the right staffs, with necessary skills and motivated to work has been core to successful project implementation leading to project performance. This assertion is further supported by

the study with financial resource management strategy independent variable having the highest correlation co-efficient.

The regression output is laid on Table 4.14 Standardized coefficients (Beta) were used to determine the relative importance of the significant predictors of performance. The larger the absolute standardized coefficient, the larger the contribution of that predictor to performance as indicated by the T-statistics. The project stakeholders' involvements contribute to (β=0.212) to performance, followed by Project communications (β=0.237), and project financial resources management (β=0.452). The research revealed that all predators have significant effect on performance and the research indicated that project financial resources management is the most predator of the performance in RURA TTP.

In overall conclusions, project implementation strategies contribute to Rwanda Utility Regulatory Authority Twin Towers Project at 84.4% (r=.08436) which is strong correlation. Project implementation strategies facilitate project manager in execution of project activities to be consistent in the way of revealing new issues and challenges that planners may not have anticipated, ultimately resulting in more refined and strengthened strategies.

5.3 Recommendations

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

strategies formulated such as project stakeholders involvements, Project communications and the project financial resources management so that it contribute in achieving project objectives effectively and efficiently.

Construction is believed to be one of the key elements to economic development of any nation. Without infrastructure, industry cannot function; without road, affordable offices, the people can be transported and without affordable priced houses, a country can't be on a sustainable path to development. Project is a unique venture to produce a set of deliverables within a clearly stated time, cost and quality limitations (PMI, 2019). A project is a sequence of duties that has a start, middle and an end. For project to succeed, there are five phases it has to go through which initiating, planning, executing, monitoring/controlling and closing. Wherever the project doesn't follow these phases, it normally fails.

5.4 Suggestions for Further Study

This study focused on project implementation strategies and performance of the management information system and performance of Rwanda Utility Regulatory Authority Twin Tower Project. However, the findings confirmed that implementation strategies contribute to the Rwanda Utility Regulatory Authority Twin Tower Project performance. From this research recommended other researchers to conduct research about the contribution of project implementation strategies to the performance of private projects by looking in different sectors.

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APPENDICES

APPENDIX I: RESEARCH AUTHORIZATION LETTER FROM MKU

Mount Kenya University

INSTITUTE OF POST GRADUATE STUDIES & RESEARCH

INTRODUCTION LETTER

REF: MKU04/PGS&R/0712/2022

20 SEP, 2022

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: MARIE CLAIRE MUSHASHI MBA/2021/61962

This is to confirm that the above-named person is a bonafide student of Mount Kenya University Rwanda.

She is currently carrying out research work to enable her complete her Master **of** Business Administration **(Project Management Option) Degree Program.** The title of her research is **: PROJECT IMPLEMENTATION STRATEGIES AND PERFORMANCE OF RWANDA UTILITY REGULATORY AUTHORITY TWIN TOWERS BUILDING PROJECT(RURA TTP).**

A CASE OF RWANDA HOUSING AUTHORITY

The information received will be confidential and for academic purposes only.

Any assistance accorded to her to complete this study will be highly appreciated.

Thank you.

Mount Kenya University Kigali
DIRECTOR INSTITUTE OF POST GRADUATE STUDIES AND RESEARCH
P.O. BOX 6393 Kigali-Rwanda

Alice Kituyi Kwake (PhD)
Ag. DIRECTOR INSTITUTE OF POST GRADUATE STUDIES & RESEARCH

APPENDIX II: RESEARCH AUTHORIZATION LETTER FROM RHA

Arch. Joe Diogene MANIRAGUHA
Senior Architect
Rwanda Housing Authority (RHA)
Mob: +25 0782673257

Date:11th October 2022

To:

Marie Claire MUSHASHI
Mount Kenya University
Mob: +250788441835

Dear Marie Claire;

Re: Your Letter received on 11th October 2022 requesting to conduct the research at the ongoing construction RURA Twin Towers (Headquarters)

Reference is made:

- To your E-mail received on this morning requesting for the permission to conduct the research on ongoing construction RURA Twin Towers (Headquarters) under your academic final year project;
- To the contract N° 01/RURA/1CB/2015-2016 signed between Rwanda Utilities Regulatory Authority (RURA) and JV CRJE-HYGEBAT related to the construction of RURA Head Quarters (Twin Towers) on plot N 509 located in Nyarugenge District , Muhima Sector;
- To the letter 0f 4th April 2022 with Re:456/RHA/BCR/022 of Rwanda Housing Authority (RHA) informing Rwanda Utilities Regulatory Authority (RURA) and nominating me as the Project Manager RURA Twin Towers (Headquarters).

The purpose of this letter is to inform you that we give you the permission to conduct the research titled the **Project Implementation Strategies and Performance of the construction of RURA Head Quarters (Twin Towers).** I would like to take this opportunity to inform that the Personal Protective Equipments (helmet and high visibility jacket) and medical insurance shall be presented before access the construction site and hoping that the Project Resident Manager of VSPL(Supervision company) will ensure that these requirements are followed in the conduct of this research.

Sincerely;

Arch. Joe Diogene MANIRAGUHA
Senior Architect
Rwanda Housing Authority (RHA)

CC :Pinaki Basu
Resident Assignment Manager/Voyants Solution Pvt.Ltd(VSPL)

APPENDIX III. QUESTIONNAIRE FOR RESPONDENTS

To esteemed respondents

I am MUSHASHI Marie Claire, a postgraduate student at Mount Kenya University in project management department, as requirements for graduating of masters degree, my research topic is about the project implementation strategies and performance of Rwanda Utility Regulatory Authority Twin Tower Project specifically in Rwanda Housing Authority.

You're welcome to participate in this research by contributing your ideas. Kindly take your time and respond all question seriously, be free and reflect your opinions ,remember this research is an academic requirement ,please don't mention any personal identification. The success of this project is based on your valuable contribution. I really appreciate your contribution.

Thank you!

Yours faithfully

Marie Claire MUSHASHI

Open-ended questionnaire for RURA TTP .

N.B: Choose the right box by tick (√)

Section A: Background Information

1. Gender

i. Male ☐

ii. Female ☐

2. Education Level

i. Post graduate level ☐

ii. Graduate level ☐

iii. Diploma level ☐

iv. Certificate level ☐

v. PhD Level ☐

3. Experience level

Less than 3years ☐

Between 4and 6 years ☐

Between 7and 9 years ☐

10years and above ☐

Section B: Questionnaires designed according to the objectives of the study

1. **Involvement**

In the following sub-section, using a scale of 1 – 5, indicate how much you agree/disagree with the following statements, where; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. Please indicate, by ticking (√) appropriately, the extent to which you agree with the following statements on the importance of stakeholder empowerment on the implementation of construction projects.

N	Statements	1	2	3	4	5
1	We identify project stakeholders during project planning and design and implementation.					
2	Stakeholders are allowed to share information which is an effective way of reducing error and correct it during project implementation.					
3	We exercise transparency with all stakeholders during various stages even control of activities the project.					
4	We are accountable to key stakeholders of the project					
5	We use the stakeholders' feedback to inform and redesign the project.					
6	We identify project stakeholders during project planning, design and implementation.					
7	With project stakeholder involvement all items that have to be procured are identified.					
8	With project stakeholder involvements procurement requirements are defined.					

B: Communication

In the following sub-section, using a scale of 1 – 5, indicate how much you agree/disagree with the following statements, where; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. Please indicate, by ticking (√) appropriately, the extent to which you agree with the following statements on the importance of stakeholder communication on the implementation strategies of construction projects and project performance.

No	Statement	1	2	3	4	5
1	There exists a stakeholder communication framework in project implementation RURA TTP.					
2	Stakeholder communication is key in attaining success of project implementation at RURA TTP.					
3	Stakeholders' views and feedback are sought and considered in decision making with regard to projects.					
4	Both vertical and horizontal channels of communications are employed while passing information, it is effective.					
5	Throughout the project, each stakeholder is managed to ensure their communication needs are being met.					
6	With project communication supervision is a team work process at RURA TTP.					
7	With project communications the contract managers maintain contract records at RURA TTP.					
8	With project communication procured items are delivered on time.					

C: Project Financial Resource Management

In the following sub-section, using a scale of 1 – 5, indicate how much you agree/disagree with the following statements, where; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. Please indicate, by ticking (√) appropriately, the extent to which you agree with the following Statements on the importance of financial resource management the implementation of strategies and performance.

No	Statement	1	2	3	4	5
1	There is approved budget for this project.					
2	The budget has been helpful in finance management.					
3	Record keeping efficiency in finance management.					
4	We check quality when the suppliers deliver material the quality of material effect the result of the project.					
5	We use procurement process when we need to purchase materials.					
6	There are an importation of materials occur, it is effectively					

D: Project Performance

In the following sub-section, using a scale of 1 – 5, indicate how much you agree/disagree with the following statements, where; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

Please indicate, by ticking (√) appropriately in the table below, your rating of the statements with regard to RURA TTP construction project:

No	Statements	1	2	3	4	5
1	There is timely completion of projects at RURA TTP.					
2	RURA TTP Projects are concluded within budgeted cost.					
3	RURA TTP projects undergo scope variations.					
4	Completed RURA TTP projects are meeting their intended purpose/user's requirements.					

Thank you for your participation!