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Mr. KAYONGA Leonard & Dr. Eugenia Nkechi Irechukwu

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Stakeholder's Engagement and Performance of Urban Informal Settlement Upgrading Project in Kigali City; A Case of Mpazi Project, Nyarugenge District

^{1*}Mr. KAYONGA Leonard & ²Dr. Eugenia Nkechi Irechukwu
^{1&2}Department, Business Administration, Mount Kenya University, Rwanda

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Abstract

The purpose of this research was to analyze the stakeholder's engagement and performance of the urban informal settlement-upgrading project in Kigali in a case of Mpazi Project in Nyarugenge District. The objectives of the study were to assess how the stakeholder's engagement in project identification contribute on the performance of urban informal settlement upgrading project in Mpazi, examine how stakeholders engagement in project planning contribute on the performance of Mpazi informal settlement upgrading project and ascertain how stakeholders engagement in project implementation contribute on the project performance of Mpazi informal settlement upgrading. The study used descriptive case study research based on quantitative and qualitative approaches to get a better insight into the study. The target population was 550, from which a sample size of 110 was drawn using the stratified sampling technique. The test-retest method was used to find out the reliability of instruments. The gathered information was coded and investigated utilizing the Statistical Product and Service Solutions (SPSS) software version 21. On stakeholder's engagement in project identification, the overall means of results was 4.204 that is between high (4) and very high (5), it presents that the stakeholder's engagement in project identification contributes on project performance. The correlation between stakeholder's engagement in project identification and project performance was 0.925 and statistically significant with p value=0.000b. It presents that there was a high positive correlation between stakeholder's engagement in project identification and project performance. On the stakeholder's engagement in project planning, the overall means of results was 4.163 that is between high (4) and very high (5), it presents that the stakeholder's engagement in project planning contribute on project performance. The correlation between stakeholder's engagement in project planning and project performance was 0.956 and statistically significant with p value=0.000b. It presents that there was a high positive correlation between stakeholder's engagement in project planning and project performance. On the stakeholder's engagement in project implementation, the overall means of results was 4.417 that is between high (4) and very high (5), it presents that the stakeholder's engagement in project implementation contributes on the project performance. The correlation between stakeholder's engagement in project implementation and project performance was 0.913 and not statistically significant with p value=0.146b. The study concludes that there were a high positive correlation between stakeholder's engagement and project performance of urban informal settlement upgrading project of Mpazi Project, in Nyarugenge District. The study recommends that project manager should consider the voices from stakeholders in process of taken decisions during project designs and implementation. Stakeholders' engagement in urban informal settlement upgrading projects should be actively promoted and facilitated.

Keywords: *Stakeholder's Engagement, Performance, Informal Settlement Upgrading Project, Mpazi Project, Kigali City.*

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1.0 Introduction

Globally, United Nations High-Level Political Forum on Sustainable Development (UN-HPLF) has strengthened stakeholders' engagement in all development programs that affects the lives of communities through establishing global guidelines and norms that guide all countries to achieve Agenda 2030 and Sustainable Development Goals. Through organized annual forums, the UN-HPLF facilitates in sharing of experiences, related to successes, challenges, and lessons learnt, and provides political leadership orientation, guidance, and recommendations for follow-up. It promotes system-wide coherence and coordination of sustainable development policies. It ensures that the 2030 Agenda remains relevant and ambitious and focuses on the assessment of progress, achievements, and challenges faced by developed and developing countries as well as new and emerging issues. Regionally, the forums for sustainable development engage members and are usually held annually at regional basis. Country members, UN Agencies and other civil organizations, groups and other stakeholders aiming at strengthening the national government's implementation efforts, exchanging experiences, promoting cooperation, articulating regional inputs to the (UN-HLPPF, 2020).

In the European context, stakeholder's engagement has been used in mega projects through different countries through the Trans Adriatic Pipeline (TAP) project. In this mega project, the consideration of stakeholder's analysis, mapping and prioritization of activities in developing of stakeholder's engagement plan is highly is well organized and put into action. In this project, information sharing on determining the level to which TAP stakeholders interacts each other in planning processes as well as achieving effective stakeholders' engagement (Pizzi et al., 2021). In the Asian context, Asian Development Bank has a number of policies and guidelines that are relevant to stakeholders' engagement in the development of strategies, programs, and projects. The staff guide to consultation and participation provides advice to staff and consultants on what takes for effective participation and engagement. The ADB guidance on consultation and participation include; comprehensive stakeholder analysis to identify the main stakeholders and understand their interests in respect of any strategy development or proposed intervention, consultation, and participation plan, including the modality and methods of consultation according to the country context and objectives of the strategy, program, or project, and identifying any time and resource constraints, consultations techniques such as; workshops, meetings, surveys and interviews (ADB, 2013).

In Rwanda context, the stakeholders' engagement has been established to be used as a key tool in the urbanization sector as a key driver to the country's transformation. The Government aims to develop basic infrastructures and upgrading of informal urban settlements to meet the demands of the urban inhabitants and match the accelerating urbanization. It is in this regard, through Rwanda Urban Development Project the government of Rwanda proposed to improve access to basic services required to strengthen urban management and resilience for the City of Kigali, hence emphasizing stakeholder's engagement plan provides a good orientation for effectively engaging local communities affected by the project activities (RUDP II, 2020). Stakeholder engagement is generally becoming a vital tool in the performance of urban informal settlement upgrading due to its participatory and inclusive methodological approaches (UN Habitat, 2013). Kigali city, the study area of this research, is the national capital and the most important business center in

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Rwanda. It has a high altitude, in a tropical climate with a mountainous landscape sprawling across ridges and wet valleys in between.

Rapid urbanization in the city had resulted in unplanned settlements, urban sprawl, and increasing urban poverty. Subsequently, more than 80% of the population of Kigali lives in poor informal neighbourhoods in Kigali City (Benken, 2017). According to Ansoms et al., (2012) about 66% of Kigali's population lives in informal housing. While comparing informal settlements with neighboring countries, especially in East Africa, Kigali's informal settlements are noticed to be lower. Take an example of informal settlements in Nairobi that are characterized by open sewers, an average density above 1,000 persons per hectare, high crimes, and poor health conditions. Informal settlement neighborhoods in Kigali City have no open sewers, an average density of 190 persons per hectare, and low crime rates (Benken, 2017). Regarding with living conditions in informal settlements, the major concern is the lack of land security (Bizimana, 2012). The main of this study was to analyze the stakeholder's engagement and performance of urban informal settlement upgrading project in Kigali. A Case of Mpazi Project, Nyarugenge District.

1.1 Research Objectives

- i. To assess the stakeholder's engagement in project identification contribute on the project performance of Mpazi informal settlement upgrading project;
- ii. To examine the stakeholder's engagement in project planning contribute on the project performance of Mpazi informal settlement upgrading project;
- iii. To ascertain the stakeholder's engagement in project implementation, contribute on the project performance of Mpazi informal settlement upgrading project.

2.0 Literature Review

2.1 Theoretical Literature

2.1.1 Stakeholder Engagement

A stakeholder simply means individuals or groups who have an interest or role in the project, program, or are impacted by it. Stakeholders consist of two categories based on their interests and influence in the project; Primary stakeholders are those directly affected positively or negatively, by the project decisions and actions. Secondary stakeholders are those that are indirectly affected by the project, decision, or actions (RUDP II, 2020). Stakeholder engagement is the process of interrelating, collaborating, and influencing the project stakeholders in the context of project benefits or advocating for those who can influence the outcomes of a project or be impacted by the outcome. The successful completion of a project usually depends on how the stakeholders view it and how they engaged in overall project design up to implementation and completion, meeting timeline, budget, and costs incurred effectively (REG, 2020).

2.1.2 Performance of Urban Planning

Performance of urban planning or performance-based urban planning is a way of generating sustainable solutions facing cities including informal settlements, urban sprawl, lack of infrastructures, etc. It is made of the assumption that land use affects differently regarding the well-being of individuals. The good performance of urban planning is characterized by efficient allocation and utilization of land resources, respect of the environment (Raffaele Pelorosso et al., 2020).

2.1.3 Informal Settlements

An informal settlement has been defined in several ways according to different authors, (Davy, 2013) describes informal settlements to many names such as slums, shantytowns, squatter settlements, or even illegal housing. Informal settlements are also characterized by poor quality housing, having no adequate living spaces and public services, a large number of informal residents' have insecure tenure. They are exposed to crime, ill-health, no sanitation, degradation of environment congestion, poverty, and another poor way of living environments (UN-Habitat, 2012).

2.1.4 Project Performance

According to Lisa (2013), it becomes a well-performed project when completed according to desired specifications, completion of the project using the specified budget and completion of the project within the promised schedule of time. The performance of the project should ensure maximizing of the profits and reducing the outcomes of risks and uncertainties in line with achieving project objectives (Kululanga & Kuotcha, 2010). Atiibo (2012), identified stakeholders' engagement management issues and their effects on the project management in the case of advocacy and empowerment in the upper east region of Ghana. The study demonstrated that the roles and interests of the key stakeholders were very important to the project operations and performances.

2.1.5 Informal Settlement Upgrading Project

According to Du Plessis (2017), upgrading informal settlements is a process composed of improving, restructuring unplanned settlements by providing communities with the lacking rights on land properties, infrastructures, etc. In addition to that, upgrading involves providing and improving basic infrastructure and services: water and sanitation, electricity, drainage, and roads and, more significantly, legalizing and regularizing insecure land tenure (Menshawya et al., 2011).

2.2 Theoretical Framework

2.2.1 Program Theory

Program theory consists of an organizational plan on how to deploy resources and organize the activities of the program activities to ensure that the intended service system is developed and maintained (Serra & Kunc, 2014).

2.2.2 Theory of Constraints

The theory of constraints is based on the management philosophy that focuses on change at three levels; the mindset of an organization, measures that drive an organization, and methods used (Albert, 2014). Urban informal settlement upgrading project involves the establishment of infrastructures in an environment of a multi-party working situation which is necessary for construction projects bringing complications in project management and therefore for effective project management, constraints have to be managed (Menoka, 2014). Therefore, the theory of constraints demonstrates how managers can effectively manage organizations based on the assumption of system thinking and constraint management. The theory of constraints is useful to the study because it helps project managers overcome the financing challenges and delays that

may be brought about by stakeholders opposing the implementation of projects (Buertey et al., 2016).

2.2.3 Theory of Change

The theory of change is presently represented by the logical models and demonstrates how the overall logic is applied in the intervention. Being in the body of theory of change, applied to development evaluation domain. The theory of change is a long-term evaluation framework that describes the flow of inputs and activities of a project into outputs, outcomes and consequently impact. The theory does not involve in data collection exercise as an assessment criterion but creates a result framework like that of logical framework (Dona & Muamer, 2012).

2.2.4 Stakeholders Theory

The stakeholder's theory approach has been explained as a powerful means of understanding of organization in its environment (Donaldson & Preston, 2015).

2.3 Conceptual Framework

A conceptual framework refers to the theoretical framework that serves as the foundation for the research design and methods (Babchuk, 2017). The integration of clarification, explanation, and justification within the conceptual framework holds significant relevance in research (Maxwell, 2021). Variables play a crucial role in research, as they must align with the methodology and demonstrate a clear relationship and context (Latham, 2017). The variables in this study consist of both independent and dependent variables. Independent variables are the factors that influence the outcome of a study, and their values are not influenced by other variables in the study. The dependent variables represent the outcomes, and their values are determined by the variations in the independent variables.

Independent Variables

Stakeholder’s engagement

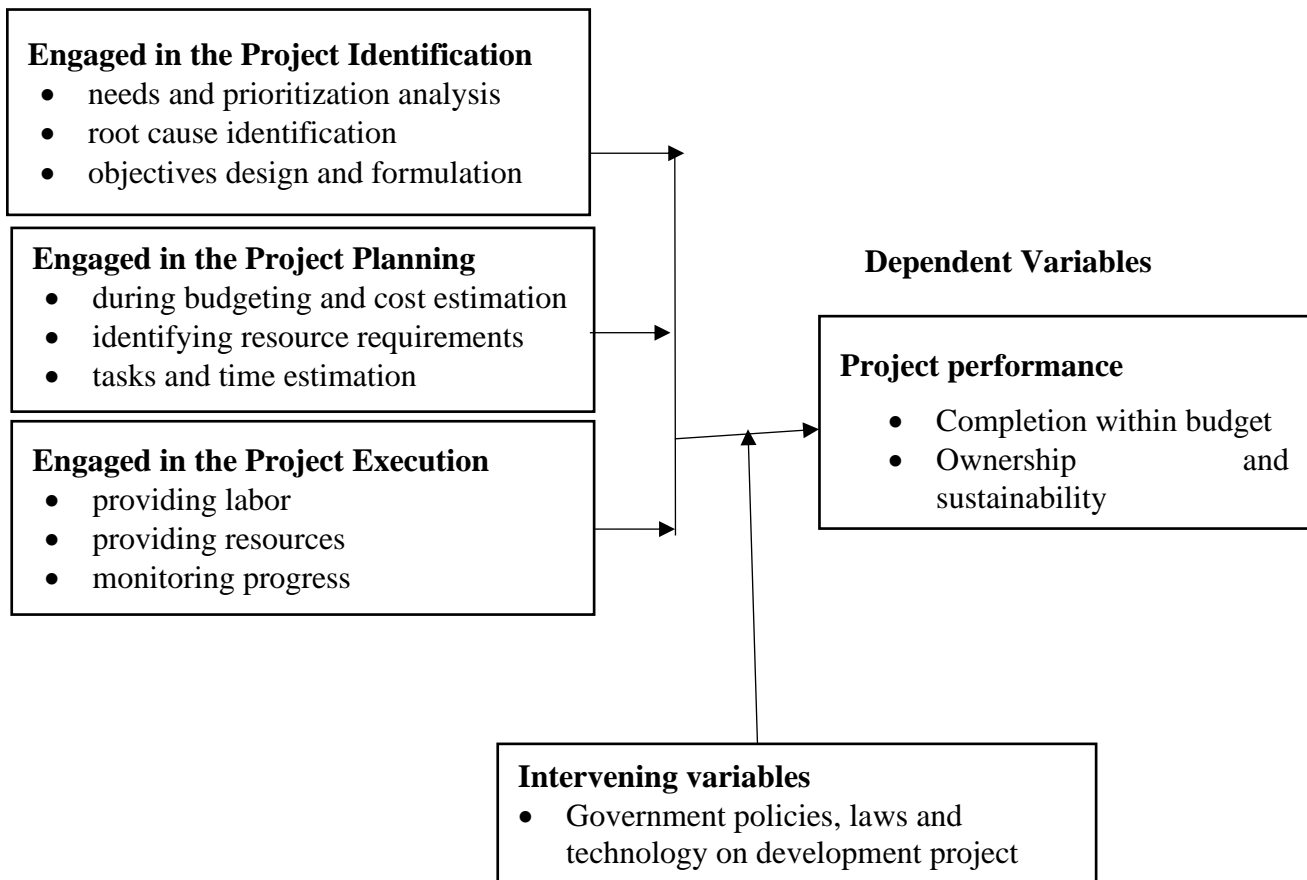


Figure 1:Conceptual framework
 Source: Researcher (2022)

3.0 Research Methodology

In this research project, the research design was employed to connect conceptual research problems with achievable empirical research. A descriptive research method was selected, and it proved suitable for investigating the impact of stakeholder engagement on urban informal settlement upgrading in Kigali. The study population consisted of the entire Mpazi study area, covering 137 hectares and comprising 8,237 households located in Gitega, Kimisagara, and a portion of the Rwezamenyo I Sector. The target population was comprehensive, encompassing Project Affected People (PAPs), officials from the City of Kigali, Rwanda Housing Authority, Ministry of Infrastructure, the World Bank, local leaders, NGOs, Private Sector Operators, Cell and Village Chiefs, and a selected group from the area. Among the 8,237 households, 500 heads of household were targeted as respondents, resulting in a total target population of 550 respondents. The sample design was instrumental in determining the sample size and selection techniques. In this case, stratified sampling was applied to ensure a diverse representation, drawing

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from 500 households as the sampling frame. To capture samples from other strata, a purposeful sampling method was utilized for project donors, implementing agencies, project representatives, and coordinators at the national level. Data collection methods involved both primary and secondary data sources. Questionnaires, featuring open and closed-ended questions, structured and unstructured questionnaires, were employed to collect primary data. Structured questions facilitated efficient data collection, while unstructured questions encouraged in-depth responses for high-quality data. Additionally, secondary data from various external sources, including office documents, textbooks, research reports, and the internet, were collected to support the study's objectives.

4.0 Research Findings

4.1 Response Rate

Table 1: Missed and Participated Respondents

Total sample size	Missed respondents	Participated respondents	% of participated respondents
110	6	104	94.5%

Source: Researcher, (2022)

Table 1 provides a comprehensive overview of respondent participation in the study. It not only showcases the number of participants but also highlights the percentage of respondents who actively engaged in the research. The data reveals that an impressive 94.5% of the targeted respondents actively participated in the study, demonstrating a high level of engagement and interest in the research objectives. This enthusiastic response from the majority of the target population signifies a strong commitment to the study's goals and a willingness to contribute valuable insights and information. In contrast, a small fraction, comprising only 5.5% of the intended respondents, regrettably missed the opportunity to participate. While this group represents a minority, their absence underscores the challenges sometimes encountered in research endeavors, such as scheduling conflicts or other constraints that may have hindered their involvement. Nonetheless, the overwhelmingly positive response rate from the study's participants underscores the robustness of the data collected and the overall success of the research in achieving its objectives.

4.2 Demographic Characteristics of Respondents

In this research, it was very important to know the demographic characteristics of participants, these characteristics were gender, age, educational level of respondents. The data are presented in table 2.

Table 2: Demographic Characteristics of Respondents

Categories	Frequency	Percent
Gender of Respondents		
Male	69	66.3
Female	35	33.7
Age Group of Respondents		
20-30 years	17	16.3
31-45 years	58	55.8
46-60 years	20	19.2
61 years and above	9	8.7
Education level Respondents		
Never	9	8.7
Primary level	26	25.0
Secondary level	40	38.5
University level	26	25.0
Master' level	3	2.9
Total	104	100.00

Source: Primary data, (2022)

Table 2 indicates the demographic characteristics of participants and it was on the concern of this research. Gender distribution of respondents was on concern of the study, study wanted to know the gender distribution of participants, out of 104 participants, 66.3% were the men and 33.7% were the women. On the age, researcher wanted to know the old years of participants' distribution, 16.3% were in the range of 20-30 old years, 55.8% were in range of 31-45 old years, 19.2% were in the range of 46-60 old years while only 8.7% participants were in the range of 61 old years and above. On educational level, researcher wanted to know the educational level of participants, 8.7% had not an education, 25.0% had a primary level, and 38.5% had the secondary level, 25.0 had a university level while only the 2.9% of participants had a Master's level.

4.3 Presentation of Findings

This section the study analyzed the stakeholder's engagement and performance of urban informal settlement upgrading project in Kigali at Mpazi Project, Nyarugenge District, Rwanda. The analysis was based on specified objectives; the stakeholder's engagement in project identification, the stakeholder's engagement in project planning, and the stakeholder's engagement in project implementation contribute on the project performance of Mpazi informal settlement upgrading.

4.3.1 Stakeholder's Engagement in Project Identification

The first analyzed objective was to assess the stakeholder's engagement in project identification contribute on the project performance of Mpazi informal settlement upgrading project. The detailed results are presented in Table 3 as below;

Table 3: Stakeholder’s Engagement in Project Identification

Statement	Very Low		Low		Moderate		High		Very High		N	Total Mean	Sd
	N	%	N	%	N	%	N	%	N	%			
Participation in the initial practices for identifying the project scope leads to the performance of the project	0	0	3	2.9	7	6.7	71	68.3	23	22.1	104	4.10	0.631
Participation in the needs and prioritization analysis leads to better performance of the project	0	0	0	0	8	7.7	80	76.9	16	15.4	104	4.08	0.476
Participation in designing of solutions related to community needs leads to better performance of the project	0	0	0	0	0	0	72	69.2	32	30.8	104	4.31	0.464
Participation in identifying the root causes of the problem sessions leads to better performance of project	0	0	0	0	0	0	62	59.6	42	40.4	104	4.40	0.493
Participation in the project objectives design and formulation leads to better performance of the project	0	0	0	0	6	5.8	78	75.0	20	19.2	104	4.13	0.484
Overall Mean												4.204	

Source: Primary data, (2022)

Table 3 indicates the results of stakeholders’ engagement in project identification. Project identification is process of selecting a topic to be developed further into a project concept. At a minimum, project identification outlines the location where the project will occur, (IUCN, 2014). The data was analyzed, out of 104 respondents, on the participation in the initial practices for identifying the project scope leads to the performance of the project, the 2.9% responded low, 6.7% responded moderate, 68.3 responded high and 22.1% responded very high that participation in the initial practices for identifying the project scope leads to the performance of the project. On participation in the needs and prioritization analysis leads to better performance of the project, 7.7% responded moderate, 76.9% responded high, 15.4% responded very high that participation in the needs, and prioritization analysis leads to better performance of the project. On participation in designing of solutions related to community needs leads to better performance of the project, 69.2% responded high and 30.8% responded very high that participation in designing of solutions related to community needs leads to better performance of the project. On participation in identifying the root causes of the problem sessions leads to better performance of project, 59.6% responded high and 40.4% responded very high that participation in identifying the root causes of the problem sessions leads to better performance of project. On the participation in the project objectives design and formulation leads to better performance of the project, 5.8% responded moderate, 75.0% responded high and 19.2% responded very high that participation in the project objectives design and formulation leads to better performance of the project. The overall means of

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results was 4.204 that is between high (4) and very high (5), it presents that the stakeholder’s engagement in project identification contributes on the performance of urban informal settlement upgrading project in Mpazi, Nyarugenge District. Objective is established for community engagement, participation, and the states the most significant priorities that the communities are involved in all aspects of the informal settlement upgrading process (National Housing Code, 2009). The findings were in consistent with those of Radauer (2020), the need to encourage interaction with a variety of stakeholders during project identification leads to successful results of the project.

4.3.2 Stakeholder’s Engagement in Project Planning

The second analyzed objective was to examine the stakeholder’s engagement in project planning contribute on the project performance of Mpazi informal settlement upgrading project. The detailed results are presented in table 4 as follow;

Table 4: Stakeholder’s Engagement in Project Planning

Statement	Very Low		Low		Moderate		High		Very High		N	Total Mean	Sd
	N	%	N	%	N	%	N	%	N	%			
Participation in all planning phases and consultation meetings leads to better performance of the project, ownership and sustainability.	0	0	0	0	0	0	76	73.1	28	26.9	104	4.27	0.446
Participation in project budgeting and costing estimation leads to project performance and completion within the budget frame	0	0	0	0	0	0	69	66.3	35	33.7	104	4.34	0.475
Participation in identifying project resources requirements leads to better performance of the project	0	0	0	0	0	0	80	76.9	24	23.1	104	4.23	0.423
Participation in data collection during planning exercises leads to better performance of the project	0	0	0	0	0	0	86	82.7	18	17.3	104	4.17	0.380
Participation in project scheduling planning, defining activities, tasks and time estimation leads to better performance of the project and completion with time	0	0	0	0	13	12.5	76	73.1	15	14.4	104	4.02	0.521
Participation in designing of participatory M&E tool exercises leads to better performance of the project	0	0	4	3.8	6	5.8	85	81.7	9	8.7	104	3.95	0.546
Overall Mean												4.163	

Source: Primary data, (2022)

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The table 4 presents the results of the stakeholder's engagement in project planning contribute on the performance of Mpazi informal settlement upgrading project. Stakeholders' engagement in planning processes enables the decision-making units to have numerous options for policy formulation and it is important to note that high stakeholders involvement in planning enables the organization to have a variety of opinions from the stakeholders, (Korneć, 2020). The data was analyzed, out of 104 respondents, on the participation in all planning phases and consultation meetings leads to better performance of the project, ownership and sustainability, 73.1% responded high and 26.9% responded very high that the participation in all planning phases and consultation meetings leads to better performance of the project, ownership and sustainability.

On participation in project budgeting and costing estimation leads to project performance and completion within the budget frame, 66.3% responded high and 33.7% responded very high that participation in project budgeting and costing estimation leads to project performance and completion within the budget frame. On participation in identifying project resources requirements leads to better performance of the project, 76.9% responded high and 23.1% responded very high that participation in identifying project resources requirements leads to better performance of the project. On participation in data collection during planning exercises leads to better performance of the project, 82.7% responded high and 17.3% responded very high that participation in data collection during planning exercises leads to better performance of the project. On participation in the project scheduling planning, defining activities, tasks and time estimation leads to better performance of the project and completion with time, 12.5% responded moderate, 73.1% responded high and 14.4% responded very high that participation in the project scheduling planning, defining activities, tasks and time estimation leads to better performance of the project and completion with time.

On participation in designing of participatory monitoring and evaluation tool exercises leads to better performance of the project, 3.8% responded low, 5.8% responded moderate, 81.7% responded high and 8.7% responded very high that participation in designing of participatory monitoring and evaluation tool exercises leads to better performance of the project. The overall means of results was 4.163 that is between high (4) and very high (5), it presents that the stakeholder's engagement in project planning contribute on the performance of Mpazi informal settlement upgrading project. Through Rwanda Urban Development Project the government of Rwanda proposed to improve access to basic services required to strengthen urban management and resilience for the City of Kigali, hence emphasizing stakeholder's engagement plan provides a good orientation for effectively engaging local communities affected by the project activities (RUDP II, 2020). Involvement of stakeholders in project planning significantly and positively relates to project performance (Korneć, 2020). The findings are also in line with (Huemann et al., 2016) stakeholders approach, stakeholders are a source of ideas and are valued more during project planning project for successful project performance.

4.3.3 Stakeholder's Engagement in Project Implementation

The third analyzed objective was to ascertain the stakeholder's engagement in project implementation contribute on the project performance of Mpazi informal settlement upgrading project. The project implementation phase in project management cycle is where all the planning is put in action and it is important when all key stakeholders involved are considered in the project

in order to attain ideal results (Menoka, 2014). The detailed results are presented in table 5 as follow;

Table 5: Stakeholder’s Engagement in Project Implementation

Statement	Very Low		Low		Moderate		High		Very High		Total		Mean	Sd
	N	%	N	%	N	%	N	%	N	%	N	Mean		
Participation in the construction of project infrastructures by providing labor leads to improved performance ownership and sustainability	0	0	0	0	0	0	62	59.6	42	40.4	104	4.40	0.493	
Participation in terms of providing resources required financial or non-financial contributes to better performance of project and completion within time	0	0	0	0	0	0	48	46.2	56	53.8	104	4.54	0.501	
Participation in project M&E to identify the progress achieved Vis a Vis time allocated and budget leads to better performance of the project	0	0	0	0	0	0	74	71.2	30	28.8	104	4.29	0.455	
Participation in decision making leads to transparency and better performance of the project	0	0	0	0	0	0	58	55.8	46	44.2	104	4.44	0.499	
Overall Mean												4.417		

Source: Primary data, (2022)

Table 5 presents the results of respondents on stakeholder’s engagement in project implementation contribute on the project performance of Mpazi informal settlement upgrading, Nyarugenge District. The data was analyzed, out of 104 respondents, on the participation in the construction of project infrastructures by providing labor leads to improved performance ownership and sustainability, the 59.6% responded high, and 40.4% responded very high that participation in the construction of project infrastructures by providing labor leads to improved performance ownership and sustainability. To the participation in terms of providing resources required financial or non-financial contributes to better performance of project and completion with time, 46.2% responded high and 53.8% responded very high that participation in terms of providing resources required financial or non-financial contributes to better performance of project and completion with time. On participation in project monitoring and evaluation to identify the progress achieved Vis a Vis time allocated and budget leads to better performance of the project, 71.2% responded high and 28.8% responded very high that participation in project monitoring and

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evaluation to identify the progress achieved Vis a Vis time allocated and budget leads to better performance of the project. On participation in decision making leads to transparency and better performance of the project, 55.8% responded high and 44.2% responded very high that participation in decision making leads to transparency and better performance of the project. The overall means of results was 4.417 that is between high (4) and very high (5), it presents that the stakeholder’s engagement in project implementation contribute on the project performance of Mpazi informal settlement upgrading. When all factors affecting the performance of infrastructure projects are identified and clearly understood, hence stakeholder engagement in project implementation leads to improved performance of construction projects (Mwanaumo et al., 2018).

4.3.4 Project Performance of Mpazi Informal Settlement Upgrading

The well-performed project occurs when it completed according to desired specifications, completion of the project using the specified budget and completion of the project within the promised schedule of time. The performance of the project should ensure maximizing of the profits and also reducing the outcomes of risks and uncertainties in line with achieving project objectives (Kululanga and Kuotcha, 2010). Researcher analyzed the factors of project performance; the results were presented in table 6 as follow;

Table 6: Project Performance of Mpazi Informal Settlement Upgrading

Statement	Very Low		Low		Moderate		High		Very High		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Sd
Project complete the activities plan annually, seasonally or monthly within planned budget	3	2.9	6	5.8	5	4.8	76	73.1	14	13.5	104	3.88	0.816
Project complete planned activities within planned time	0	0	7	6.7	2	1.9	73	70.2	22	21.2	104	4.06	0.708
Project participants work as owners and produce quality products that sustain the future generation	0	0	0	0	16	15.4	61	58.7	27	26.0	104	4.11	0.637
Overall Mean												4.016	

Source: Primary data, (2022)

Table 6 presents the results of factors of project performance of urban informal settlement upgrading project of Mpazi Project, Nyarugenge District. The data was analyzed, out of 104 respondents, on the project complete the planned activities annually, seasonally or monthly within planned budget, the 2.9% responded very low, the 5.8% responded low, 4.8% responded moderate, 73.1% responded high and 13.5% responded very high that the project complete the planned activities annually, seasonally or monthly within planned budget. On the project complete planned activities within planned time, the 6.7% responded low, the 1.9% responded moderate, 70.2% responded high and 21.2% responded very high that project complete planned activities within

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planned time. On project participants work as owners and produce quality products that sustain the future generation, the 15.4% responded moderate, 58.7% responded high and 26.0% responded very high that project participants work as owners and produce quality products that sustain the future generation. The overall means of results was 4.016 that is between high (4) and very high (5), depending on the results, it presents that the project performance of urban informal settlement upgrading project in Mpazi, Nyarugenge District was on good grades. The successful completion of a project usually depends on how the stakeholders view it and how they engaged in overall project design up to implementation and completion, meeting timeline, budget, and costs incurred effectively (REG, 2020).

Table 7: Correlation between Variables of Stakeholder’s Engagement and Performance

		Stakeholder's engagement in project identification	Stakeholder's engagement in project planning	Stakeholder's engagement in project implementation	Project Performance
Stakeholder's engagement in project identification	Pearson Correlation	1.000			
	Sig. (2-tailed)				
	N	104			
Stakeholder's engagement in project planning	Pearson Correlation	.909**	1.000		
	Sig. (2-tailed)	.000			
	N	104	104		
Stakeholder's engagement in project implementation	Pearson Correlation	.862**	.939**	1.000	
	Sig. (2-tailed)	.000	.000		
	N	104	104	104	
Project Performance	Pearson Correlation	.925**	.956**	.913**	1.000
	Sig. (2-tailed)	.000	.000	.000	
	N	104	104	104	104

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

Source: Primary data, (2022)

Table 7 Presents the relationship between the stakeholder’s engagement factors and performance of urban informal settlement upgrading project of Mpazi Project, Nyarugenge District. The stakeholder’s engagement factors taken are; engagement in project identification, engagement in project planning and engagement in project implementation. The statistical product for service solutions (SPSS) software version 21 was used to determine the Pearson Coefficients. The Pearson coefficient correlation is between -1 and 1 where -1 to 0 presents negative correlation (-1 to -0.5 indicates high negative correlation and -0.5 to 0 indicates low negative correlation) and 0 to 1 presents positive correlation (0 to 0.5 presents low positive correlation while 0.5 to 1 presents high positive correlation). According to the results, the correlation between stakeholder’s engagement in project identification, stakeholder’s engagement in project planning and stakeholder’s engagement in project implementation and project performance was 0.925, 0.956 and 0.913 respectively, it presents that there were a high positive correlation between stakeholder’s

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engagement and project performance of urban informal settlement upgrading project of Mpazi Project, Nyarugenge District.

Table 8: Model Summary of stakeholder’s engagement and project performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.966 ^a	.933	.931	.232

a. Predictors: (Constant), Stakeholder's engagement in project implementation, Stakeholder's engagement in project identification, Stakeholder's engagement in project planning

Source: Primary data, (2022)

Table 8 presents the Model Summary, the results presents that the R Square=0.933. It was clear that 93.3% of all variables of project performance can be explained by one’s of all variables of the stakeholder’s engagement in project.

Table 9: ANOVA^a of stakeholder’s engagement and project performance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	74.861	3	24.954	465.502	.000 ^b
1	Residual	5.361	100	.054		
	Total	80.221	103			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Stakeholder's engagement in project implementation, Stakeholder's engagement in project identification, Stakeholder's engagement in project planning.

Source: Primary data, (2022)

Table 9 indicates ANOVA^a, the results presented than the variables were statistically significant with F=465.502 and p value=0.000b, it means that there was a significant relationship between the stakeholder’s engagement and project performance of urban informal settlement upgrading project of Mpazi Project, Nyarugenge District.

Table 10: Coefficients of Stakeholder’s Engagement and Project Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.769	.140		-5.482	.000
1 Stakeholder's engagement in project identification	.402	.078	.319	5.123	.000
1 Stakeholder's engagement in project planning	.638	.104	.562	6.105	.000
1 Stakeholder's engagement in project implementation	.129	.088	.111	1.466	.146

a. Dependent Variable: Project Performance

Source: Primary data, (2022)

Table 10 presents the constant of independent variables of the stakeholder’s engagement. It is statistically significant since p value is less than 0.05. The results present the variables of stakeholder’s engagement, the stakeholder’s engagement in project identification was statistically significant with p value=0.000^b, the stakeholder’s engagement in project planning was statistically significant with p value=0.000^b, and the stakeholder’ engagement in project implementation was not statistically significant with p value=0.146^b.

4.4 Discussion of Findings

The summary of results is in accordance with indicators in chapter four. The study analyzed the indicators of stakeholder’s engagement and performance of urban informal settlement upgrading project in Kigali of Mpazi Project, Nyarugenge District. The indicators were; stakeholder’s engagement in project identification, stakeholder’s engagement in project planning, and stakeholder’s engagement in project implementation as independents variables of the study. Descriptive research design was used and structured questionnaires were used for data collection and statistical product for service solutions (SPSS) software version 21 was used for findings analysis.

Stakeholder’s Engagement in Project Identification

Project identification outlines the location where the project will occur. Stakeholders conduct a needs analysis by identifying the needs and prioritizing them as well as identifying the root causes of the problems while working together to find the solution. When the problem is identified, the stakeholders engaged to discuss and arrive at a common understanding, (IUCN, 2014). The findings of this indicator was analyzed, out of 104 respondents, On participation in identifying the root causes of the problem sessions leads to better performance of project, 59.6% responded high and 40.4% responded very high that participation in identifying the root causes of the problem sessions leads to better performance of project. On the participation in the project objectives design and formulation leads to better performance of the project, 5.8% responded moderate, 75.0%

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responded high and 19.2% responded very high that participation in the project objectives design and formulation leads to better performance of the project. The overall means of results was 4.204 that is between high (4) and very high (5), it presents that the stakeholder's engagement in project identification contributes on project performance. The correlation between stakeholder's engagement in project identification and project performance was 0.925 and statistically significant with p value=0.000b. It presents that there was a high positive correlation between stakeholder's engagement in project identification and project performance of urban informal settlement upgrading project of Mpazi Project, Nyarugenge District.

Stakeholder's Engagement in Project Planning

The techniques or tools engaged in the stakeholders' engagement in planning stage are project plan and Milestones Reviews. The technique consists of full commitment of different stakeholders in the planning process. For that, the project managers prepare the project budget, set objectives to each participant, and work plan (Madeeha & Imran, 2014). The findings of indicators of stakeholder's engagement in project planning were analyzed. Out of 104 respondents, on participation in project budgeting and costing estimation leads to project performance and completion within the budget frame, 66.3% responded high and 33.7% responded very high that participation in project budgeting and costing estimation leads to project performance and completion within the budget frame. On participation in the project scheduling planning, defining activities, tasks and time estimation leads to better performance of the project and completion with time, 12.5% responded moderate, 73.1% responded high and 14.4% responded very high that participation in the project scheduling planning, defining activities, tasks and time estimation leads to better performance of the project and completion with time. To the indicator of participation in designing of participatory monitoring and evaluation tool exercises leads to better performance of the project, 3.8% responded low, 5.8% responded moderate, 81.7% responded high and 8.7% responded very high that participation in designing of participatory monitoring and evaluation tool exercises leads to better performance of the project. The overall means of results was 4.163 that is between high (4) and very high (5), it presents that the stakeholder's engagement in project planning contribute on project performance. The correlation between stakeholder's engagement in project planning and project performance was 0.956 and statistically significant with p value=0.000b. It presents that there was a high positive correlation between stakeholder's engagement in project planning and project performance of urban informal settlement upgrading project of Mpazi Project, Nyarugenge District.

Stakeholder's Engagement in Project Implementation

Stakeholder engagement is the process of interdepending, collaborating, and influencing the project stakeholders in the context of project benefits or supporting for those who can influence the outcomes of a project or be impacted by the outcome. The fruitful completion of a project usually depends on how the stakeholders view it and how they engaged in overall project design up to implementation and completion, meeting timeline, budget, and costs incurred effectively (REG, 2020). The indicators of stakeholder's engagement in project implementation were analyzed. Out of 104 respondents, on the participation in the construction of project infrastructures by providing labor leads to improved performance ownership and sustainability, the 59.6% responded high, and 40.4% responded very high that participation in the construction of project

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infrastructures by providing labor leads to improved performance ownership and sustainability. To the participation in project monitoring and evaluation to identify the progress achieved Vis a Vis time allocated and budget leads to better performance of the project, 71.2% responded high and 28.8% responded very high that participation in project monitoring and evaluation to identify the progress achieved Vis a Vis time allocated and budget leads to better performance of the project. The overall means of results was 4.417 that is between high (4) and very high (5), it presents that the stakeholder's engagement in project implementation contributes on the project performance. The correlation between stakeholder's engagement in project implementation and project performance was 0.913 and not statistically significant with p value=0.146b. It presents that there was a high positive correlation between stakeholder's engagement in project planning and project performance of urban informal settlement upgrading project of Mpazi Project, Nyarugenge District.

Project Performance of Mpazi Informal Settlement Upgrading

The performance of the project should ensure maximizing of the profits and also reducing the outcomes of risks and uncertainties in line with achieving project objectives (Kululanga & Kuotcha, 2010). The good performance of urban planning is characterized by efficient allocation and utilization of land resources, respect of the environment (Raffaele Pelorosso et al., 2020). The variables of project performance were analyzed, out of 104 respondents, on the project complete the planned activities annually, seasonally or monthly within planned budget, the 2.9% responded very low, the 5.8% responded low, 4.8% responded moderate, 73.1% responded high and 13.5% responded very high that the project complete the planned activities annually, seasonally or monthly within planned budget. To project complete planned activities within planned time, the 6.7% responded low, the 1.9% responded moderate, 70.2% responded high and 21.2% responded very high that project complete planned activities within planned time. The overall means of results was 4.016 that is between high (4) and very high (5), it presents that the project performance of urban informal settlement upgrading project in Mpazi, Nyarugenge District had the good performance. Stakeholder engagement is a dynamic tool in the performance of urban informal settlement upgrading due to its participating and inclusive methodological methods (UN Habitat, 2013).

5.0 Conclusion

The stakeholder's engagement is the process of interrelating or collaborating in overall project design up to implementation, completion and impact the project performance, (REG, 2020). The data was analyzed basing to the study objectives, the correlation between stakeholder's engagement variables and project performance was calculated. The results showed that the correlation between stakeholder's engagement in project identification, stakeholder's engagement in project planning and stakeholder's engagement in project implementation and project performance was 0.925, 0.956 and 0.913 respectively, it presents that there were a high positive correlation between stakeholder's engagement and project performance of urban informal settlement upgrading project of Mpazi Project, Nyarugenge District.

6.0 Recommendations

The study recommends that project manager should consider the voices from stakeholders in process of taken decisions during project designs and implementation. The study recommends that

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stakeholders' engagement in urban informal settlement upgrading projects should be actively promoted and facilitated. This includes encouraging stakeholders' involvement in project identification, planning, and implementation, as the findings indicate a strong positive correlation between stakeholder engagement and project performance. Specifically, project managers and implementers should pay close attention to stakeholder engagement in project planning, involving them in activities such as budgeting, costing estimation, scheduling, and defining project activities. Additionally, stakeholders' participation in project implementation, such as providing labor and participating in monitoring and evaluation, should be encouraged to enhance project ownership and sustainability. Overall, prioritizing stakeholder engagement is crucial for the success of urban informal settlement upgrading initiatives.

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