

# INFLUENCE OF PROJECT PLANNING ON IMPLEMENTATION OF AFFORDABLE HOUSING PROJECT IN RWANDA, A CASE OF KARAMA MODEL VILLAGE

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## **Abstract: -**

Government of Rwanda is strongly dedicated when it comes to implementation of affordable housing projects in the country especially in the capital city and all the housing projects implemented should meet standards. However, these project's success requires strategic approaches that help in proper use of resources available in implementation of those projects. The study is aiming at investigating planning factors influencing implementation of Karama Model Village affordable housing projects in Kigali, Rwanda. This study was conducted at Karama Model Village and examined the influence of stakeholders on implementation of affordable housing projects. The study was guided by objective of assessing influence of stakeholder involvement on implementation of affordable housing projects in Kigali, Rwanda. The study used descriptive research design, one hundred fifty (150) staff members as the target population, sixty (60) as the sample size and random sampling method was used. Questionnaire was the method of data collect, descriptive statistics of frequency distribution, figures and tables were used to analyze data collected. The study used inferential statistics of coefficient of correlation, coefficient of determination to determine relationship between independent variables and dependent variables. R-square determined was 0.55 and this shows that the independent variable is justified by 55% of the influencer of implementation of affordable housing projects. Adjusted R-square indicates that independent variable of the study influences the implementation of affordable housing at 63.6%. All variables of the study significantly influence planning and implementation of affordable housing projects.  $\beta_1=0.020$  designates an increase in stakeholder involvement will increase an equal of 0.020. The study concluded involved stakeholders never all participated in planning and implementation of the Karama Model village project. The study recommends Rwandan government to always allow all stakeholders take part in all stages of decision making and share their point of view before implementation of any housing project. In addition, the Rwandan government should be aware that projects need collaborative behaviors and participation of all stakeholders and projects cannot be completed as desired without success of stakeholder's involvement and technical planning but completion of project management can facilitate the project completion. To achieve this, the Rwandan government should set clear and strong relationships between the beneficiary and the entire project management team so as to successfully complete the project and achieve the set objectives. Finally, the study suggested other studies to do research on Rwanda as a country to come up with general results and conclusions, studies should be done to assess the role of government participation in housing affordability in Rwanda as a whole and further studies should be done to assess other factors affecting implementation of affordable housing projects in Rwanda.



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## I. INTRODUCTION

Housing is not only one of the basics of a human need, it also contributes to economic growth of a country. Therefore, a human being has a right to have access to housing. In many developing countries, a right to access to housing is not the case where only 50%, especially public servants, have poor housing facilities (World Bank Group, 2015). In the past years, housing authorities in many developing countries agreed to provide housing facilities to especially the low-income earners via individual effort intending to develop their homes. However, this has its own shortcomings because it requires every person interested in being supported to think of how easily they can afford housing.

World Bank Group (2015) say that countries are adopting a habit to facilitate public servants with consolidated housing pay packages and providing different housing projects that gives them access to cheaper housing. Providing affordable housing in developing countries has become a huge task for governments. The governments have realized the need to provide housing to their citizens and have put more efforts to take actions in regards to this. For example, countries like, United States and Singapore have put in place policies and programs that intend to facilitate the reduction of the problem of fewer housing facilities hence increasing housing affordability in these countries (World Bank Group, 2015).

Rwanda's percentage of urbanization is at its highest. In Rwanda, 83% of the country's citizens live in rural areas. However, this is no longer the case because there is a high rate of urbanization in the country and the country's population was expected to increase from 12 million to 16 million by 2020 with an increase of 30% living in cities where Kigali as the capital city of the country taking the largest portion of the increase (City of Kigali, 2012). The government of Rwanda is now managing rural migration by establishing all required housing facilities in both the capital city and in secondary cities (MININFRA, 2014). The government promotes densification, connectivity amongst the different cities. In addition, the government is also doing all it takes to solve the issue of low income housing supply in the country. It has established a policy to develop access to affordable housing and reduce formation of informal settlements (MININFRA, 2014).

Now it is a very big task for the Rwandan government to start implementing all these policies in place to facilitate low income earners have access to affordable housing and this will be achieved by allowing proper evaluation of appropriate housing delivery methods and establishing financing tools like individuals renting through cooperatives, self- construction, access to mortgage (Jonathan and Robert, 2020). Once this is implemented, then Rwanda will successfully have the ability to plan and implement these policies.

Kigali City only has a population about 1.2 million which is 10 times the population of the next city and this is contributed by the factor that Kigali is the country's export and trading center. Kigali continues to attract large numbers of rural migrants and this continues to increase the population in the city hence making the cost of accommodation very expensive than any other urban center in the country. To manage this, the city formulated a master plan and it will need about 458,000 housing units. To achieve this, the City of Kigali has to upgrade the existing housing stock of 114,00 currently in good housing condition and construct new dwelling approximately to 344,000 (Consortium, 2012). This implies that, to be able to achieve this, the country have to 30,000 dwellings every year which is different from the previous years where the country supplied 1,000 dwellings since over 78% of all new housing required is among individuals earning less than 300\$ per month.

70% of the city's residents are living in informal settlements where the cost of rent increases day by day and this makes housing affordability in the city hard especially for the low income earners (International Growth Centre, 2016). Inability to have access to affordable housing continues to remain one of the biggest challenges the country faces and this in the long run impacts the country's economy and standards of living in general.

The formal housing sector in the capital generally is made up of different real estate agencies that build houses in the city that are then sold to the public. However, the quantity supplied on the market is still less, satisfying only 3% of the annual housing demand in Kigali city. The housing market in Kigali has targeted only high income earners who are less than 12 percent (12 percent) of all urban dwellers (International Growth Centre, 2016). Demand for secure, affordable housing is highly increasing in the city because of the fast urban population growth. The government is committed to providing affordable houses to the citizens from the city. Different measures have been put in place by the government with the support of the private sector reflect a strong dedication hence obtaining affordable housing for the citizens.

## II. Theoretical Literature

Matthew (2015) said that theoretical literature review is much more about the current knowledge and findings in place by other scholars in line with the topic. A theory can be defined as an assumption, a fact and proposition providing a rational explanation of the relationship between a cause and an effect of a phenomena. The areas explored within the line of the topic of study included key areas such as the concept of implementation of affordable housing projects, project implementation concepts, concepts of technical planning, financial planning, and stakeholder involvement and Implementation of Housing Affordability. Limited access to enough finance affects the establishment of affordable housing facilities in a given country hence this leads to increased prices in the already available houses (Zhang and Wong 2011). This means that people find it so hard to have access to money to be able to construct their respective houses.

There is and continues to be a huge gap when it comes to supply and demand of housing. Michel and Eddie (2018) said that the gap between the demand and supply of 31,279 housing units is demanded every year but the housing market only supplied 1,000 units for new dwellings. This implies that there is a need for the government to

introduce tax holidays, work hand in hand with different commercial banks to subsidise housing facilities, provide easy access to mortgage and housing loans. There is also a need for the Rwandan government to tax exemption on construction materials, especially for big constructions. All this being said, this shows that there are still challenges in delivering affordable housing in Rwanda considering limited building technologies, high cost of financing, topographical constraints and high cost of building materials for both investors and property developers.

### **A. Concept of housing**

Housing refers to a residential area that is composed of physical structure, required services, education facilitates and well-being of everyone in the particular environment (Salau, 2011). This implies that housing refers to the physical structure where different families live. Housing and access to affordable housing facilities officers such a good image, social contacts and a common sense of being social respect and status in an environment. Housing therefore provides habitable facilities on a basis that is relatively stable. In some societies, especially in Africa countries, housing is regarded as savings and holds very great tasks to complete both the local and national economy. Housing is composed of a huge investment capital and holds a high expectation of citizens in general (Bello, 2003). It has been regarded as everyone's wish to own his personal house and this makes it one of the required investments and everyone dreams to gain enough capital to put up his own house.

Housing is regarded as one of the consumable goods or services according to the concept of housing (Lawrence, 2010). Lawrence, (2010) believes that people live in houses as their form of shelter and at times, households interchange with their respective neighbors. Citizens by attending available houses, this in the long run people are consuming and house consumptions is regarded to have taken place. Through this process, people are either purchasing or renting the available houses and through this consumption is taking place.

### **B. Stakeholder involvement**

A stakeholder refers to an individual or organization investing his capital in a given project and his participation affects the operations of the project in one way or the other. Their contribution and participation affects the project performance (Elizabeth, 2010). Stakeholders in different projects have their own needs and they must be relevant to them. A stakeholder is an individual that invests, willing to take part and is directly affected by the project. Stakeholders work together to ensure the project being implemented achieves the desired objectives at any particular time. Project managers work with the project's stakeholders to meet and achieve the desired interests of the stakeholders. Therefore, for project managers to be able to assess and classify the influence of stakeholders they have to conduct stakeholder analysis. The level of success or failure of a project is measured based on the baseline and is directly linked to the project's objectives. It is never easy for a project to achieve success without certain activities failing and it is from the failing activities that project managers are able to learn from them and adjust to other activities accordingly. A stakeholder is therefore an individual interested in the project and every project's stakeholders have different characteristics and interests. Project managers are therefore required to fulfill and meet the interests of the stakeholder's interests and generate value to them. That is why project managers have to conduct stakeholder's analysis so as to be able to contribute towards the success of the project (Albert, 2007).

In project management, stakeholders have a right to engage in the project implementation and their engagement has an impact on the final results of the project. According to Elizabeth (2010), he says to be able to evaluate the management strategy and effective decision making, project managers and shareholders all have to participate in the implementation. The stakeholders include communities living near by the project, project visitors, area landowners implementing agencies, technical assistants, funders, local government. Therefore, involving stakeholders in the implementation of a project results in selling user-centred design to the clients. In the long run, this results in better services and products that work better hence achieving the intended purpose of the project (Jason, 2021). Also involving stakeholders in implementation of a project helps the project management to learn cheaper approaches to fix problems, less risk approaches resulting in products with lower risks of failure, approaches to deliver to deadline and avoid scope creep.

According to Allen and Chudley (2013) involving the stakeholders in implementation of a project it will result in selling user-centered design to your clients. This may result in better products which work better for its intended purpose. You also learn cheaper approaches to fix problems, less risk approaches which will result in products with a lower risk of failure, approaches to deliver to a deadline and avoid scope creep. It is also insightful in uncovering opportunities which differentiate products to gain competitive advantages.

### **C. Theory of project implementation**

This theory was developed by Fugate and Knapp in the mid - 1990 (Fugate and Knapp, 2006). The theory stated that when one over relies on theoretical aspects, he is equipped with the right skills to distinguish a profession from a craft. In the recent studies, the theory has been practiced and it rests on implicit and provides an explanation regarding concerns such as; failures, less management project methods and limited methodological renewal. This implies that project implementation theory is a very significant issue for the future (Koskela and Howell, 2002). Implementation is basically composed of different steps to be undertaken by the organisation when planning changes and this helps the organisation to comply and apply the changes (Nutt, 2014). Different project managers therefore apply and use this theory to make the changes being planned to create a favourable environment for the changes expected. However, on the other hand, project implementation procedure has not been easy because

project implementation is universal. Therefore, application of this theory successfully helps project implementation in an organisation (Slevin and Pinto, 2009).

### III. Research Design

A scheme or plan used to understand the research problem and be able to respond and come up with findings addressing the problem in place. The scheme or the plan shows how data was collected, instruments to be used, how these instruments were used and how data collected was analyzed (Kassu, 2019). The study used the "Descriptive Survey Research Design" that helped to gather and analyze data collected based on the depictions on the ground regarding influences of project planning on implementation of affordable housing projects. To be able to analyze data collected and establish findings, the study applied both qualitative and quantitative data. This is because descriptive research design in most cases does not apply to only quantitative or qualitative research methodologies but instead utilizes elements of the two within the same study. In addition, descriptive survey research design determines common characteristics of a group. Using a questionnaire, the study was able to ask different respondents either via mail, telephone and in person. Therefore, this research project used and applied descriptive research design.

#### A. Target population

List of members research is interested in carrying out his study with an aim to generalize results obtained from findings (Jim, 2020). Elements of the target population should possess certain characteristics in common that the study is interested or concerned about. The study intended to collect data from the target population of 150 repondent. The target population was believed to have information about factors affecting the implementation of affordable housing projects. Random sampling was used to distribute the questionnaires. The population targeted includes, project managers, site engineers, and residents as indicated in table 3.1

**Table 3.1: Showing target population**

Respondents	Population
Project managers	8
Site Engineers	12
Residents (Prospective)	130
Total	150

Source: Kigali Sector (2021)

#### B. Sampling procedure

A technique researchers use to choose a small group from the target population representing the entire population to take part in the research. Sampling involves choosing individuals (Sample size) to represent the entire population (Ogula, 2005). The study employed "Random Sampling" and chose to employ this type of sampling method because every member of the sample size has equal chances of being chosen. Target population was categorized into different categories and each category was investigated without interfering with other categories and categories.

#### C. Sample size

The study to be able to get sample size from the target population, used a formula called Slovin formula.

$n = N / (1 + Ne^2)$  Where  $n$  = Number of samples

$N$  = Total population

$e$  = Error of tolerance

Sample size was organized in only three groups of project managers, site engineers, and residents as Table 3.2 shows

**Table 3. 2: Showing sample design table**

Respondents	Sample Size
Project Managers	8
Site Engineers	10
Residents (Prospective)	42
Total	60

Source: Kigali Sector (2021)

#### D. Data collection methods

Questionnaire was a mode of data collection technique that was used to collect information from the sample size. A questionnaire collects data that is not observable by inquiring respondents' feelings, attitudes and everyone's experience about the phenomenon (Saul, 2019). A questionnaire composed of both closed ended and open ended

questions were put in place to facilitate respondents to easily and quickly understand the information required.

### E. Data analysis procedure

According to John (2018), SPSS provides accurate analysis and this results in reasonable conclusions and this makes the study use statistical package for social science as a data collection tool to analyze the data collected. Variables and objectives are the factors based on when analyzing the data collected. Tables of frequency distribution and tabulation were used to analyze, interpret and present data to show the relationship of dependent and independent variables. Prose form facilitated the analysis of qualitative data and use of frequency distribution tables and figures facilitated the study to analyze quantitative data (Manu, 2018). To be able to determine the relationship between the dependent and independent variables, the study conducted regression analysis, coefficient of determination and coefficient of correlation.

Regression analysis formula;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Y = Dependent variable - project implementation,  $\beta_0$  = regression coefficient, slope of the regression =  $\beta_1$ ,  $X_1$  = Stakeholder involvement,  $\varepsilon$  is an error mean of 0 and  $\varepsilon$  is assumed to be 0.

## IV. Data Analysis and Presentation of Findings

### A. Questionnaire Return Rate

The questionnaires were sent to 60 respondents of project managers, site engineers and residents. 60 questionnaires were sent to respondents, only 58 fully completed the questionnaire leading to 96.7% response rate. Mugenda and Mugenda (2002) said that, for any one one to generalize and come to conclusion on data collected from the sample size, at least 50% is considered as adequate, 60% as good and 70% and above is regarded as excellent for analysis and reporting. Therefore, according to Mugenda and Mugenda (2002) the obtained response rate is in the required line and it reflects on how respondents were willing to complete the questionnaires. On the hand, only 2 respondents were not able to respond back because of their busy schedule.

**Table 4. 1: Respondents' response rate**

Respondents	Frequency	Response Rate (%)
Actual respondents	58	96.7
Non-Respondents	2	3.3
Total	60	100

Source: Primary data (2021)

### B. Demographic information

Respondents in the questionnaire were asked to show their respective gender, age group and highest education level attained. The study based on this information fairly adopts findings and conclusions.

### C. Stakeholder involvement and implementation of affordable housing projects

The study intended to determine how stakeholder involvement influences the implementation of Karama affordable housing projects. To be able to get findings on this, respondents were asked to show whether stakeholders participated and took part in the decision making in line to Karama housing project implementation and results are shown in Table 4.2

**Table 4. 2: Stakeholder involvement**

Stakeholders Involved	Frequency	Response Rate (%)
Yes	5	8.6
No	53	91.4
Total	58	100

Source: Primary data (2021)

Table 4.2 show that 53 respondents leading to 91.4% said that stakeholders were not involved in decision making when it comes to Karama housing project implementation. On the other hand, only 5 respondents leading to 8.6% said stakeholders were involved in decision making of Karama housing project implementation.

The study asked respondents to indicate the level at which they agree on the influence of stakeholders involved in the implementation of affordable housing projects using a scale of 1 to 5 where 1 representing "No Extent", 2 representing "Small Extent", 3 representing "Moderate Extent", 4 representing "Large Extent", 5 representing "Large Extent" and results from the findings are shown in Table 4.3

**Table 4.3: Stakeholder involvement and implementation of affordable housing projects**

Stakeholder Involvement	Mean	Std. Dev
Stakeholders have participated and contributed ideas and skills in the planning and implementing of housing projects at all stages	1.54	.599
Stakeholders have participated at all levels of housing project planning and implementation till the project is successful completed	1.81	.805
Stakeholders have participated in decision making in planning and implementation of housing projects	1.85	.952
Stakeholders are accountable for services they offer towards the planning and implementation of affordable housing projects	2.21	1.072

Source: Primary data (2021)

Respondents when asked to reflect on the level at which stakeholders have participated and contributed ideas and skills, they confirmed and agreed that though it was at a lower level of participation, stakeholders did not fully participate and contribute ideas towards the planning and implementation of Karama housing project (mean = 1.54, Std.dev = 0.599). Respondents also confirmed that stakeholders did not participate at all levels of Karama housing project planning and implementation till the project was successfully completed (mean = 1.81, Std.dev = 0.805). In addition, respondents confirmed that stakeholders did not participate in decision making in planning and implementation of Karama affordable housing project (mean = 1.85 and Std.dev = 0.952). Finally, respondents confirmed that stakeholders are accountable for services they offer towards the planning and implementation of Karama affordable housing project (mean = 2.21 and Std.dev = 1.072). Allen and Chudley (2013) said that a project’s stakeholders should be involved at all stages of planning and implementation of that specific project because involving them results into selling and establishing a user centred design to the target audience or customers.

**D. Regression and correlation coefficient analysis**

The study used multiple regression to establish significance of all the independent variables in relationship to the planning and implementation of affordable housing projects. The multiple regression was;  $Y = \beta_0 + \beta_1 X_1 + \epsilon$  where Y = Dependent variable (Project implementation),  $\beta_0$  is a constant,  $X_1$  is stakeholder involvement,  $\epsilon$  is the Error means and  $\beta_1$  is the coefficients.

**Table 4.4: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.810 <sup>a</sup>	0.55	0.636	0.134

Source: Primary data (2021)

b. Predictors: (Constant), stakeholder involvement. The R-squared assumes that each of the independent variables involved justifies the variation on the dependent variable which is the implementation of affordable housing projects. On the other hand the Adjusted R square expresses the variation justified by the independent variables in terms of percentages. From Table 4.4, R-square is 0.55 shows that the independent variables justifies 55% of the influencers of implementation of affordable housing projects. Furthermore, the adjusted R-square indicates that independent variables influence the implementation of affordable housing at 63.6%.

**Table 4.: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.864	3	0.621	34.231	0.000 <sup>b</sup>
Residual	0.980	54	0.18		
<b>Total</b>	<b>2.845</b>	<b>57</b>			

Source: Primary data (2021)

- a. Dependent Variable: Implementation of affordable housing projects
- b. Predictors: Stakeholder involvement

The study used ANOVA to determine and assess whether the used regression method is a good approach and better fit for the data collected. Statistically, the variables predicted the implementation of affordable housing projects,  $F(1, 54) = 34.231, < 0.05$ . Table 4.14 indicates how independent variables significantly predict dependent variable.

**Table 4.5: Regression coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.001	0.181		0.000	1.000
Stakeholder involvement	0.020	0.063	0.025	0.311	0.757

Source: Primary data (2021)

The study used multiple regression so as to predict implementation of affordable housing projects from financial planning, technical planning and stakeholder involvement. From Table 4.5, unstandardized coefficients reflect the level at which dependent variable changes in relation to each independent variable when other factors of the independent variables remain constant. Based on the beta values, these multiple linear regressions were developed in the equation.

$$Y = -1.001 + 0.02X_1, \text{ Constant} = -1.001, \text{ Stakeholder involvement } \beta_1 = 0.020$$

The beta for stakeholders' involvement of  $\beta_1 = 0.020$  designates that considering other independent variables remained constant, an increase in stakeholder involvement will increase an equal of 0.020 to the implementation of affordable housing projects. From Table 4.5, the  $X_1$  which the stakeholder involvement has no substantial influence on the implementation of affordable housing projects which is the dependent variable.  $X_2: \beta_2 = 0$ , since  $t = 0.000, p = 0.000$  is less than 0.05.

## V. Findings

Data collected regarding stakeholder involvement on project implementation, the study came to find out that 53 (91.4%) respondents said that stakeholders were not involved in decision making when it comes to Karama housing project implementation. On the other hand, only 5 respondents leading to 8.6% said stakeholders were involved in decision making of Karama housing project implementation. Also results indicate that stakeholders did not fully participate and contribute ideas towards the planning and implementation of Karama housing project (mean = 1.54, Std.dev = 0.599). Respondents also confirmed that stakeholders did not participate at all levels of Karama housing project planning and implementation till the project was successfully completed (mean = 1.81, Std.dev = 0.805). In addition, respondents confirmed that stakeholders did not participate in decision making in planning and implementation of Karama affordable housing project (mean = 1.85 and Std.dev = 0.952). Finally, respondents confirmed that stakeholders are accountable for services they offer towards the planning and implementation of Karama affordable housing project (mean = 2.21 and Std.dev = 1.072). Allen and Chudley (2013) said that a project's stakeholders should be involved at all stages of planning and implementation of that specific project because involving them results in selling and establishing a user centred design to the target audience or customers. From this, it is clear that stakeholders, especially beneficiaries of the project were involved to a small extent. The study identified that stakeholders should be considered at all stages of project planning and should take part in all decisions required that in one way or the other influence the implementation of that specific project. Finally, the study found that, if all stakeholders were involved in all stages of the decision-making process, this would help in transferring knowledge from one person to another and this in the long run increases the required information and at times bridges the gap in management of the project implementation.

## VI. Conclusion

From the findings, 53 respondents (91.4%) claim that stakeholders were not involved in decision making when it comes to Karama housing project implementation. The unstandardized beta for stakeholder involvement of  $\beta_1 = 0.020$  designates that considering other independent variables remained constant, increase in stakeholder involvement will increase an equal of 0.020 to the implementation of affordable housing projects. Therefore, grounded on these results, this study concludes that all involved stakeholders never all participated in planning and implementation of the Karama Model village project. Stakeholders are accountable for services they offer towards the general beneficiaries and end users of the project's products. In addition, stakeholders should be considered at all stages of project planning and should take part in all decisions required in one way or the other to influence implementation of that specific project. Finally, stakeholders should be all allowed to take part and

participate in all stages of the decision-making process so as to help transferring knowledge from one person to another and this in the long run increases the required information and at times bridges the gap in management of the project implementation.

## VII. Recommendations

91.4% of the total respondents claimed that stakeholders were not involved in decision making when it came to Karama housing project implementation. Study recommends the Rwandan government to always allow all stakeholders to take part in all stages of decision making and share their point of view before implementation of any given project. In addition, the Rwandan government should be aware that projects need collaborative behaviours and participation of all stakeholders. This is because when all stakeholders participate in decision making of the project, the end results are likely to be positive equally on all stakeholders. Results also indicate that projects cannot be completed as desired without success of stakeholders involvement and technical planning but completion of project management can facilitate the project completion. To achieve this, the study recommends the Rwandan government that there has to be clear and strong relationships between the beneficiary and the entire project management team so as to successfully complete the project and achieve the set objectives.

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