STAKEHOLDERS’ PARTICIPATION AND SUCCESS OF PROJECT IMPLEMENTATION: A CASE STUDY OF WATER SUPPLY PROJECT IN MUHORORO VUP- NGORORERO DISTRICT

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

MARCH 2017
DECLARATION

This research study is my original work and has not been presented to any other Institution. No part of this research should be reproduced without the author’s consent or that of Mount Kenya University.

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Signature: _______________________ Date____________________

This research has been submitted with our approval as the Mount Kenya University Supervisor.

Dr David Nyambane

Signature: _______________________ Date____________________
DEDICATION

This work is dedicated to my dear wife Madam Uwabera Esperance and our beloved children for their moral support and guidance during my study and most especially the fieldwork period. I also dedicate this work to my beloved parents who toiled for my education and sacrificed the descent life they deserved to make sure I attained a bachelor’s degree without which I could not have enrolled for this Master’s Degree programme. I am highly indebted to both of them.
ACKNOWLEDGEMENT

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Thanks all!
ABSTRACT

This research focused on the stakeholders’ participation in the success of project implementation, which is very significant in the economic development of Rwandan chapter and to the entire global community. Principal stakeholders’ participation has become an increasing aspect key tool of public policy and service delivery within the realm of good governance across the world. This study hypothesizes stakeholders’ participation and success of project implementation within Muhororo VUP Water Supply Project, in Ngororero District as case study. The study used both descriptive and correlation statistics, where the researcher used both qualitative and quantitative approach. The period of this study range from the year 2012 to 2015. The total population of this study was equal to 850; using Yamane formula, the researcher used a sample size of 89 respondents. The sampling technique used in this study was stratified random sampling method. The data were finally analyzed using SPSS software. This research study revealed that superior performing project has a greater chance of sustaining superior performance over time if they also possess relatively high participation of stakeholders. These findings complement existing studies of the relationship between teamwork and financial performance by explicitly articulating the dynamic implications teamwork as an intangible asset. Having said this, it is approved by the table 4.6which shows that 82 respondent appreciate the participation level of stakeholders in success projects implementation at a very high and high extent of 92.1%. The benefits of beneficiaries’ participation in success project implementation were also indicated by the table 4.8 where 66.3% of the surveyed respondents are highly satisfied with access to clean water ;75.3% of the surveyed respondents are highly satisfied by skills development as shown by table 4.10; and those who are highly satisfied by teamwork synergy were estimated at 77.5% as indicated by table 4.12 and finally the table 4.14 shows that 64% of the respondents are highly satisfied by household savings. On the side of the factors that influence the success of project implementation, the table 4.16 indicates that Muhororo VUP water supply project success is due to the involvement of local authorities at 33.7%, VUP coordination at the extent of 14.6%, the ownership of water management committee by 46.1% of respondent and NGOs interventions by 5.6%. The research concludes that there is a positive relationship between stakeholders’ participation and success projects implementation at a very high extent. Therefore, this generally means that without participation of stakeholders the implementation of project might be very hard. It was for this reason therefore; the researcher recommends decision makers to adopt participatory approach in the whole process of project management in order to achieve sustainable development. On the other hand, beneficiaries have to improve their ownership and involvement during project planning, implementation, evaluation and after phase out of the project for the purpose of sustainability.
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<tr>
<td>EDPRS</td>
<td>Economic Development and Poverty Reduction Strategy</td>
</tr>
<tr>
<td>GoR</td>
<td>Government of Rwanda</td>
</tr>
<tr>
<td>KRIKP</td>
<td>Kribhcho Indo –British Farming Project</td>
</tr>
<tr>
<td>MINALOC</td>
<td>Ministry of Local Government</td>
</tr>
<tr>
<td>MINECOFIN</td>
<td>Ministry of Finance and Economic Planning</td>
</tr>
<tr>
<td>MKU</td>
<td>Mount Kenya University</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non-Governmental Organization</td>
</tr>
<tr>
<td>NISR</td>
<td>National Institute of Statistics of Rwanda</td>
</tr>
<tr>
<td>PLA</td>
<td>Participatory Learning and Planning</td>
</tr>
<tr>
<td>PRA</td>
<td>Participatory Rural Appraisal</td>
</tr>
<tr>
<td>RGB</td>
<td>Rwanda Governance Board</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
</tr>
<tr>
<td>VUP</td>
<td>Vision 2020 Umurenge Program</td>
</tr>
<tr>
<td>WB</td>
<td>Word Bank</td>
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DEFINTION OF KEY TERMS

**Stakeholder:** are potential individuals or company partners, proprietors and owners of the business process, stakeholders take risk and fully engage in business practices and rhyme to achieve common goals as well become first class beneficiaries of the product outcome. Stakeholders are fragile internal or external customers who should be at all times considered as vital organ in an organization. Simply process owners; they potentially impact company success, encompasses a range of activities and approaches, and spans the entire life of a project, change reflects broader changes in the business world either financially, socially or material commitment. Similarly, good stakeholder relations are prerequisite for good risk management.

**Participation** is induced action that entails maximization of people’s involvement in the spheres or stages of specific task completion. Involvement has to go beyond implementation or donation of ‘free’ labor and cash contributions and extends to policy decisions. People need to enjoy basic freedoms so as to freely express their input, contributions, ideas purposed to achieve a common target. Here every participant adds value to the organization success story.

**Implementation:** is an element of performance application, every party is a key player towards development and success of a project. Here specific objectives are put into reality-actions that yield to tangible end results.

**Project:** in other words, a long term assignment that ventures towards achieving development and meet specific requirements/goals. Project is a driver geared to socio economic development which along with other achievements increases in real in capita income. Project is owned by many it may sustain but on the other side may plunge into drop dross loss to stakeholders.
CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter highlights the purpose which is paramount to the proposed study; it provides details related to the background, defines the statement of the problem, objectives and research questions. Furthermore, it emphases on the significance of the study, limitations and the scope of the study.

1.1 Background of the study

Over many years, participation in development theory and practice has taken different dimensions and approaches over time. Hickey & Mohan (2004), point out that, from 1940s to 50s, the colonial approach was community development and participation was regarded as an obligation of citizenship; citizenship formed in homogenous communities. The locus or level of engagement was a community. From 1960s to 1970s, the post-colonial era approach was community development, political participation and emancipatory participation and participation in form of voting, and campaigning. Political party membership was regarded as a right and obligation of the citizen. Participatory citizenship was also regarded as a means of challenging subordination and marginalization. For this period, the locus or level of engagement were political systems and constituent parts, economic and civic spheres, communities and citizens.

The period beginning in the 1980s, participatory approach was popular / participation in development and its focus was in projects rather than in broader political communities. The most actors have been the development professionals, participation learning groups, Non-governmental organizations (NGOs), World Bank, and United Nations agencies. It has been realized that due to the ineffectiveness of externally imposed and expert-oriented forms of project planning, management and implementation coupled with top-bottom
approach, major donors and development organizations embarked on participatory approaches purposely to empower local people, capture indigenous people’s knowledge, and ensure sustainability and efficiency of interventions (Hickey & Mohan (2004); Adong (2004); Cooke & Kothari (2001); World Bank (2000); Cornwall(2000); Rudqvist & Woodford( 1996); World Bank (1994).

Since the late 1990s to the present, the approach has been participatory governance and citizenship participation. Participation is regarded as primarily a right of citizenship and its level of engagement is at citizens, civil society, state agencies and institutions. The focus is on convergence of social and political participation, scaling up of participatory methods, state-civic partnership, decentralization, participatory budgeting, citizens’ hearings, participatory poverty assessments, poverty reduction strategies programme consultations among others (Hickey & Mohan (2004).

According to African Charter (1990), popular participation is in essence, people’s effective involvement in creating structures and designing policies and programmes that serve their interests. For popular participation to be realized, people have to be fully involved, committed and seize the initiative. It is essential that they establish independent people’s organizations at various levels that are genuinely grass root, voluntary, democratically administered and self-reliant and that are rooted in tradition and culture of society.

In Rwanda, stakeholders’ participation has been for many decades synonymous with political participation among societies. These social groups established simple political systems provided grounds for people’s involvement in the affairs that affected them. These political systems were organized around the groups. Each group managed its own affairs, elected its own leaders, settled disputes between its members, and held the brief and practice that all important decisions affecting the community could be made through
a consensus of elders representing different groups constituting a particular community. This political organization was however contrasted to kingdoms which were governed by kings and a hierarchy of chiefs and sub-chiefs.

This was later followed by the colonization period which brought hasty efforts by the colonial governments to introduce new structures which would channel popular demands into responsive policies. These structures included government and opposition parties, national parliament, local councils, elections (electoral participation), trade unions and cooperatives. Decolonization meant national control which in turn led to widespread popular political participation.

The earlier notion of participation in the form of political participation has been refined to become a multi-dimensional key element of the local government, decentralization and good governance programs. Its application has transcended all fields including health, water and sanitation, agriculture, environment conservation programs among others. These efforts have been supported by the increasing emphasis of popular participation in development programs by development partners- donors of these programs mainly the World Bank through its good governance campaigns. Participation has become a basic criterion for judging the performance of political and developmental projects / programs in aid recipient countries (World Bank, 2000).

Vision 2020 Umurenge Programme (VUP) - an Integrated Local Development Program to Accelerate Poverty Eradication, Rural Growth, and Social Protection. This is an initiative by the Government of Rwanda (GoR) in collaboration with development partners and NGOs. It is led by the Ministry of Local Government, Good Governance, Community Development and Social Affairs (MINALOC) and supported by the Ministry of Finance and Economic Planning (MINECOFIN).
VUP uses the existing decentralization system and leverages technical and financial assistance to accelerate the rate of poverty reduction in Rwanda. The aim is to eradicate extreme poverty by 2020.

As per the request of the Ministry of Local Government (MINALOC), NISR has conducted a baseline survey for the VUP for the purpose of obtaining baseline information on the socio-economic and demographic characteristics of the poorest population and laying foundation for monitoring and evaluation of its implementation.

The Vision 2020 Umurenge Programme (VUP) implementation framework emphasizes participatory approaches that enable the beneficiaries to get involved actively in decision making process with regard to the identification of needs, setting of priorities, formulation of plans, monitoring and evaluation of outputs and outcomes. This study intended to evaluate the authenticity of this framework.

It is from this background that the research topic is crucial to examine the significance of stakeholders’ participation in the success of project implementation.

1.2 Statement of the problem

In most developing countries, many past efforts in development programs have had limited success because of lack of sufficient participation by stakeholders in the development process (World Bank (1994; 2002). The core constraint to fostering popular participation especially among the rural people has been over-centralization of decision-making powers and resources thereby creating a communication gap between the beneficiaries / stakeholders and the development workers. It is because of this, that today, many programs and projects have been introduced and developed with participatory approaches so as to bring the disparate voices of the people into the development process. Vision 2020 Umurenge Programs (VUP) in Rwanda at large is one of such programs.
However, despite the sounding implementation framework, VUP) has increasingly become a subject of debate and criticisms among different sections of the public in Rwanda. The criticisms have revolved around the manner in its components like Public works, financial services and direct support and also in its process such as procurement of service providers, and suppliers of agro-inputs/implements, government’s commitment to meet farmers’ needs (selected enterprises), and regular promotional changes in the programme implementation among others. These have been expressed in the media reports, and various public. It is these issues that precipitates the researcher to undertake a scientific research as an attempt to assess whether or not these anomalies can be linked to the issue of popular participation in the Vision 2020 Umurenge Programme (VUP) planning and implementation. This research intends to investigate whether stakeholders’ participation influences success of project implementation in the case of MuhororoVUP Water Supply and evaluate what is planned and what is actually done on the ground. The study seeks to do this in light of the claims and counter-claims of advocates for, and critics of the participatory approach.

1.3. Objectives of the study

1.3.1 General objective

The general objective of this study is to assess and evaluate the degree of stakeholders’ participation in the success of project implementation, using Muhororo VUP Water Supply Project in Ngororero District as a case study.

1.3.2 Specific objectives

From this general objective, three specific objectives were derived as follows:

i. To find out the level of stakeholders’ participation in project implementation.
ii. To identify the benefits of beneficiaries’ participation in the project implementation.

iii. To analyze the factors that influence the success of project implementation.

iv. To demonstrate the relationship between stakeholders’ participation and success of project implementation.

1.4. Research questions

To achieve the above mentioned objectives, the specific questions are formulated:

i. What is the level of stakeholders’ participation in project implementation?

ii. What could be possible benefits of beneficiaries’ participation in project implementation?

iii. What are the factors leading to success of project implementation?

iv. Is there a relationship between stakeholders’ participation and success of project implementation?

1.5 Significance of the study

The study seeks to contribute to the existing body of knowledge through an empirical investigation into popular participation in development programs in Rwanda and its contribution to their outcomes.

The research findings will be a useful source of information to the researcher, public and private institutions, stakeholders of the Vision 2020 Umurenge Program (VUP); students from other institutions and users of MKU library. This research will also be a useful source of information for development practitioners and public policy formulators and analysts in Rwanda and beyond.

To the researcher: this study will equip the researcher with problem identification and solving techniques which are paramount at all implementing organs; policy makers and stakeholders at large. The study also will help the researcher meet the requirement for the
award of master’s degree of Business Administration as a requirement to be fulfilled prior to this master’s award.

**To the Vision 2020 Umurenge Program players:** the study will be an instrument for guidance in implementation processes to Vision 2020 Umurenge Program particularly. It will enhance popular participation in general; it will help to identify problems and weaknesses affecting the VUP and provide suggestions to overcome the challenges which can hold back development thus leading to improved involvement and project implementation.

**To Mount Kenya University:** this thesis will be added to the stock of literature in the library of MKU and hence benefit the university students, who will carry out other further researches.

**1.6 Limitations of the study**

Different limitations were encountered but the researcher found the possible solutions to overcome them so as to conduct the research as planned.

The first limitation was the reluctance of some respondent for answering questionnaires, and the fact of not showing required cooperation in responding to the questionnaire. To overcome this, the researcher distributed questionnaire with an introductory letter by explaining the purpose of the research.

The second limitation was hindrance in time management. Like when the appointment with the VUP Coordinator in Ngororero District was postponed to the date where less office work; this had brought an inconvenience in scheduling especially when they had given the same appointment with the Executive secretary of Muhororo sector. However, the researcher opted to work on Sundays.
1.7 Scope of the study

This research mainly focused on the stakeholders’ participation in the success of project implementation and data assessment stretching from 2012 up to 2015. From analytical point research study was carried out in Mu horizon Sector in Ngororero District-mainly Mu horizon VUP water supply project. For geographical point of view, the study covers Rwanda surface only, this scope is a result of facts based on Rwanda-case study Mu horizon VUP- Water Supply Project.

1.8 Organizational structure of the study

This research project is organized in five chapters:

Chapter One is the general introduction and presents the background of the study, the problem statement, objectives of the study, research questions, significant of the study, scope of the study, organizational structure of the study.

Chapter Two is the review of related literature; it is concerned with the definitions of key concepts and terms used in the study consulting all literature reviews in relation to the topic and other documents related to the topic of the research.

Chapter Three deals with research design and Methodology and it is focused on study design, target population, sample design, data collection procedures, and data analysis methods.

Chapter Four is data analysis, presentation and interpretation of findings

Chapter Five deal with summary of findings, conclusion and recommendations. It is focused on introducing the summary of major findings, conclusions, recommendations and suggestions for further studies.
CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.0 Introduction

This chapter provides the existing literature that was reviewed by the researcher about stakeholders’ participation in the success of project implementation in Vision 2020 Umurenge Program in Ngororero District. A theoretical foundation for the study is built upon the existing literature on participatory and implementation success. Its contribution and impact to the country and also highlight research gaps to be addressed; Rwanda as presented in respective reviews below.

2.1 Theoretical literature

This subsection focuses mainly on the meaning and theories related to stakeholders’ participation process.

Brett (2003) argues out critiques of participation and other arguments against insights into this study in Particular. Borne in mind was Brett (2003) argument that, participation can succeed for specific kinds of projects and program in favorable circumstances, but is unsuitable for many others, and thus commonly fails especially in contexts where local conditions make co-operative and collective action very difficult, or where it is manipulated by implementing agencies to justify their own actions or poor performance.

According to the World Bank report (2000), points out that poverty has remained stubbornly high in Africa for decades due to inappropriate approaches used to alleviate it. It notes that top-down plans, donor-driven investment programs have been less than successful. What is contained in the new vision of the World Bank (WB) is therefore a vision of prosperity through the empowerment of local communities.

The WB’s new vision sought to put local governments and rural and urban communities in the ‘driver’s seat’, and give them a new set of powers, rights and obligations. These
include among others the right to be treated as people with capabilities, not objects of pity, the power to plan, implement and maintain projects to serve their felt needs, the obligation to be accountable to local people, not just central governments or donors, and the obligation to enable stakeholders and beneficiaries most especially the women, ethnic minorities, the poorest, and other long excluded groups to participate fully in the economic development activities.

Brett (2002) also points out that participation is very instrumental for it strengthens managerial competence, motivation and performance of workers, social and political solidarity and the relative position of poor and marginal groups in society. He argues that participation empowers poor people by taking them out of exploitative economic relationships and thus gives them control over their own organizations. Participation also strengthens local organizational capabilities by building on traditional commitments to collective, as opposed to individualistic forms of economic and social organizations. He also notes that participation guarantees that collective organizations serve local needs, are based upon local skills and compatible with local cultures and thus help to eliminate foreign domination and dependency from the development process. He claims that Local officials through cooperation increase people’s productivity and access to capital, and give them better access to administrative staff.

According to World Bank (2000), conventional participatory methods such Participatory Rural Appraisals (PRAs) tend to deny the trusteeship of the state, or other large scale external agents; through their focus on local-level activities, the people themselves are to articulate and pursue their own development strategies.
2.1.2 Concept and practices of VUP-Water Supply Project beneficiaries and participation in its implementation

The Vision 2020 Umurenge Program Master Document (Version: 6 August, 2007) states that the planning processes are expected to be participatory. It is noted that the primary plans originate from the members in the program. Plans are expected to be generated through group discussions (Participatory Rural Appraisal (PRA)-led) as well as consensus building and collaborative learning approaches. The aggregation of the plans is expected to be undertaken at the Managerial level. To make the process as transparent as possible, guidelines based on criteria developed under the management of VUP water supply project was initiated.

The master document (2007) further points out that to achieve the VUP will ensure effective members’ orientation and mobilization of which the water supply project is among the long projects achieved. A core function of the VUP will be to facilitate stakeholders to acquire and enhance their capacity to access and take charge of the structures and processes that drive the advisory services. For this to happen, mobilization and then orientation of stakeholders so as to acquire new basic attitudes and capacities that enable them to effectively control the program will be done. The orientation program aims at developing stakeholder’s program capacities in three main components of VUP namely: Public works, financial services and direct support. This further will spearhead program principles, procedures and conditionality relating particularly tendering, contracting and reporting; planning, monitoring, and evaluation, including needs assessment, gender and poverty issues. Other areas include group dynamics and the instilling of specific skills related to group activities through formation of farmer groups and finally the multi-stakeholder dynamics where farmers both female and males meet.
other stakeholders, such as input suppliers, traders, credit suppliers, and advisory service providers, to negotiate and learn about prices, quality standards and other relevant issues.

However, these modalities seemed to generalize about implementation of VUP in all participating districts and sectors across the Country. There was therefore need to ascertain whether these modalities indeed cut across all the participating districts and Sectors. The study of popular participation in the VUP in Ngororero district sought to establish the empirical evidence.

2.2. Empirical review

According to Hickey & Mohan (2004) in particular notes that in Matachico, a peasant community in the Peruvian central highlands, there were numerous small projects that by passed the “communinad” – which he referred to as the political institution, a vehicle for local strategizing. He argues that these projects were planned elsewhere and the local people vied to be included in them for the benefits, usually food handouts, they offered.

He for example notes that in sharp contrast to the initiative displayed by the community to get electricity, when a church-run NGO which was said to give generous amounts of food wanted to undertake a project in Matachico in 2000, women clamoured to be included, although no one knew what the project’s purpose was, nor did they know which church was involved; their focus was on the hand out (Hickey & Mohan, 2004).

Vincent points out that despite the rhetoric that conceptualizes the participatory process as empowering for the ‘locals’, many observers of participatory practice argue that the process has tended to be coercive instead Cooke & Kothari (2001), in part because practitioners resist giving up their authority to direct change (Pottier, 1997).
He cites Pieterse (1998) arguing that outsiders tend to retain for themselves the right to guide the process and decide who participates and how and what gets funded and what does not.

Bill & Kothari (2001) also present cases for participation as tyranny as put forward by a number of contributing writers. The writers collectively confirm that tyranny is both a real and a potential consequence of participatory approaches to development, counter intuitive, and contrary to its rhetoric of empowerment though this may be. Three particular sets of tyrannies are identified- the tyranny of decision-making and control (Participatory facilitators override legitimate decision-making processes); the tyranny of the group (Group dynamics lead to participatory decisions that reinforce the interests of the already powerful); and tyranny of method (Participatory methods / techniques drive out others which have advantages participation cannot provide).

2.3 Critical review and research gap identification

The literature review developed in this context was basically critiqued on participatory by stakeholders. Out of these variables, we identified a platform for arguments and suggestions of different authors

According to Mosse (2001) asserts in particular critique participatory approaches to development. He points out that an important principle of participatory development is the incorporation of local people’s knowledge into programme planning and the supposition that the articulation of people’s knowledge can transform top-down bureaucratic planning systems. He points out that the techniques of participatory learning and planning (PRA/ PLA) are taken as defining features of ‘participation’ in development (Bill & Kothari, 2001). Mosse however, challenges the populist assumption that attention to ‘local knowledge’ through participatory learning redefines the relationship between local communities and development organizations.
Using project-based illustrations while referring to the experience of the Kribhcho Indo-British Farming Project (KRIBP), a donor-funded programme of a large public sector organization in India, Mosse notes that ‘local knowledge’, far from determining planning processes and outcomes, is often structured by them. He for example pointed out that what in one case was expressed as a local need is actually shaped by local perceptions of what the agency in question would legitimately and realistically be expected to deliver. Mosse argues that ‘participatory planning’ may more accurately be viewed as the acquisition and manipulation of a new ‘planning knowledge’ rather than the incorporation of ‘people’s knowledge’ by projects.

Mosse further notes that there is a tendency to regard outsider agendas as ‘local knowledge’. He argues that project actors are not passive facilitators of local knowledge production and planning; they shape and direct these processes. People’s needs are significantly shaped by perceptions of what the agency is able to deliver (Bill & Kothari, 2001).

2.4 Theoretical framework

This subsection underlines related theories to participatory and implementation success reviews.

2.4.1 Theories of participation

Robert (1997) points out that participation is assumed to have the effect of empowering the citizens so that they can continue to give direction in public policies or program and also direct future changes and put pressure on outside forces to support these changes. He argues that the location of participatory work is thus focused on the local level and depends upon local interests and capacity to engage in action for change for the success of the public policy or program.
Mukandala (2005) also analyses the impact of participatory approach in the community self-help movement in Tanzania in 1960s. He presents a transitional process from self-help (Kujitolea) to Nation-building (Kujenga Taifa) in Tanzania from 1961-1971. He notes that a serious self-help programme was officially launched in 1962. The main objective of the programme, as the Prime Minister Rashid Kawawa outlined it in March 1962, was to enable the local people to participate in projects which could be carried out without government finance. It was a presidential (Nyerere) initiative whose task was to mobilize the people for self-help projects. Various measures were taken to enhance the effectiveness of, and raise participation in the government’s programs in rural areas, as well as improve its communications with the people. These included among others subdividing of the provinces into smaller units, setting legal framework for the self-help movement, and creation of development committee system at different administrative levels. The committee system was created to provide the necessary avenues for participation and to enable the local leadership to translate the people’s enthusiasm into solid achievement. Development committees were set up from the village to the regional level in order to spearhead and co-ordinate local development activities, as well as to create avenues for local participation in decision making (ibid).

According to Pottier (1992) there is a tendency of local collusion in the planning consensus where needs are clearly socially constructed and local knowledge is shaped both by locally dominant groups and by project interests. Mosse (2001), finally notes that there is always manipulation of ‘people’s planning’ where rural people’s knowledge (including for example analysis of problems, needs and plans) is collaboratively produced in the context of planning. More generally, programme
action is shaped by the project’s engagement in wider coalitions contending for influence within national and international policy arenas (Bill and Kothari, 2001).

In digression however, Hickey & Mohan (2004), present various scholars who have critiqued and put arguments against participatory development because of its tyrannical nature. They thus advocate for the need for transformation to more accommodative, inclusive and practical approaches to development. They argue that the problems of power and politics have beset some approaches to participation; these should be addressed if effective participation is to be realized.

2.5 Conceptual framework

In this context the empirical findings were counter balanced with theoretical background on the same to confirm or affirm on participatory approach. The research was referred to related theories to address the proposed hypothesis. Here below we counter balance the independent and dependent variable
According to figure 2.1, stakeholders’ participation influence project implementation success. The factors that influence independent variables are local authorities, Coordinators of VUP programme, water management committee and NGOs.

Concerning dependent variables, the indicators of successful of project implementation are; increased access to clean water, enhanced skills development, improved team work synergy and increased household savings.

Amongst intervening variables are involvement of government policy, socio factors and fiscal decentralization.

However, delay of government funds and other sources such as decision making may hinder project success.

Source: Researcher 2016
2.6 Summary

In this chapter the researcher presents the review literature to variables of the study, it looks at various factors leading to successful implementation and participation in projects. In summary, the tyrannical nature advocates room for improvement, stakeholders’ participatory development and need for transformation to more accommodative, inclusive and practical approaches to realize successful project implementation.
CHAPTER THREE: RESEARCH METHODOLOGY

3.0. Introduction

This chapter describes the research setting in which the study was carried out. It shows the methods and techniques that were used in this research project. The study design, study population and sampling method, instrumentation and data collection are described in this chapter.

3.1 Research design

The researcher had adopted an evaluative survey research design both descriptive and analytical research design. The purpose of doing this research is to systematically assess stakeholders’ participation and implementation success in order to produce tentative solutions to existing problems.

The evaluative research design had undertaken to ascertain the VUP set implementation modalities done on the ground and specifically examine the participatory approach as stipulated in the VUP master document (2007). The analytical characteristics of variables and situations were based qualitative and quantitative data both primary and secondary sources was considered.

The study had analyzed factors that influence the success of project implementation and their implications for the performance of the program in this sector in particular and Ngororero District in general. The research project was based on the views of respondents to make conclusions and recommendations.
3.2 Target Population

The target population of this study was the stakeholders of Ngororero District located in the western province and the research was carried out in Muhororo sector in particular.

The sample size for this study was 89 key stakeholders extracted from the total population of 850.

Table 3.1: Study population

<table>
<thead>
<tr>
<th>Strata</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficiaries</td>
<td>810</td>
<td>95</td>
</tr>
<tr>
<td>Staff of VUP</td>
<td>16</td>
<td>2</td>
</tr>
<tr>
<td>Other stakeholders</td>
<td>24</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total population</strong></td>
<td><strong>850</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Ngororero District, VUP report 2015.

3.3. Sample design

The sample size for this project was 89 (eight nine) respondents representing 850 members. The rationale was as follows; eight hundred and ten (810) beneficiaries (main respondents) and twenty four (24) other stakeholders or key informants. The sample sizes of 89 respondents were regarded as researcher’s saturation point. The study had considered a sample size within the cost constraint and provides the ability to detect an independent variable effect.

3.3.1 Sample size

The study had determined the sample size, because of the complexity of the work, therefore the researcher used Yamane formula as indicated below:

\[ n = \frac{N}{1+(N-e^2)/(N+e^2)} = \frac{850}{1+850\cdot0.1} = 89 \text{ Peoples} \]

N: Target population,
n: sample size and
e: error of precision.
Table 3.2: Target population under the study and sample size

<table>
<thead>
<tr>
<th>Strata</th>
<th>Population</th>
<th>Percentage</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficiaries</td>
<td>810</td>
<td>95</td>
<td>84</td>
</tr>
<tr>
<td>Staff of VUP</td>
<td>16</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Other stakeholders</td>
<td>24</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>850</strong></td>
<td><strong>100</strong></td>
<td><strong>89</strong></td>
</tr>
</tbody>
</table>

Source: Ngororero District, VUP report 2015.

3.3.2 Sampling Techniques

The researcher has organized the list of beneficiaries according to gender. The population was classified into four strata according to their characteristics such as district staff, sector staff, VUP-Muhororo Water Supply Project and finally other stakeholders. In addition, two strata of male and female beneficiaries were constructed and finally systematic sampling with the 10th respondents on the list was selected until the desired sample size was obtained. The sampling technique in this study was stratified random sampling method. The stratified random sampling is used when population is not homogeneous and combining both stratified and simple random sampling methods.

Therefore, the rationale for the use of this stratified random sampling technique was used to reduce on sampling errors because the elements (respondents) within each stratum are as homogenous as possible (males in one stratum and females in another stratum). This technique had also enabled the researcher to collect data, analyze it and interpret it according to the strata.

Moreover, non-random purposive sampling technique used to select the key informants totaling to ten (10) in numbers from the entire village.

3.4. Data collection methods and instruments

The researcher used various instruments that help to meet the information needs for the research
3.4.1 Data collection instruments

In this study semi-administered questionnaire was distributed to the staff of Ngororero District, Muhororo sector, Muhororo-VUP water supply staff and other beneficiaries in order to permit free and fair response from the respondents by taking into consideration their gender, knowledge positions and hierarchy.

Primary data
In the case of this research, primary data was collected from both qualitative and quantitative techniques. Smith (1981) argues that the use of multiple methods provides a better opportunity for the researcher to answer questions set out for study and allows for better evaluation of the research findings which can be entrusted and inferences made from them. To effectively gather data, different techniques were taken into consideration whereby questionnaires, interviews and observations among others were used.

Questionnaires
These are instruments for data collection which are commonly used to obtain information from the targeted population. This technique helped the researcher to collect primary data through semi-administered structured questionnaires with mainly closed and some ended questions.

Structured interviews
According to Hickey & Mohan (2004), an interview is an oral administration of questionnaire or interview schedule commonly referred to as face to face encounter. Interviews enable researcher to get new ideas and get detailed responses thus providing good quality information. Interviews were also used and high level category of VUP-Muhororo Water Project was the main respondents.
Observation

The unstructured observations were used as it allowed the researcher to go beyond the specific issues. Observations went beyond the sectors and underline a few other geographical scopes.

Secondary data

The secondary data was collected from text books, national documentaries and journals. The data collected include both qualitative and quantitative information. Secondary data was also obtained from website on effectiveness of participation and implementation success.

3.4.2 Reliability and validity of research instruments

The content validity ensured through use of valid concepts which measure the study variables. Construct validity was based on the fact that the questionnaires are content valid and this was achieved through a pilot study where the researcher first tested the 20 main respondents from key stakeholders on their implementation participatory success.

3.4.3 Administration of research instruments

Primary data as the original information was collected using questionnaire. In order to accumulate a comprehensive research report, the data collection process was organized and conducted in three stages; before the administration of the questionnaires, during and after the administration of the questionnaires.

3.5 Data presentation and analysis procedures

Data presentation and analysis process had entail organizing and analyzing the accumulated mass of detailed information obtained from the field into a comprehensive research report. This involves typing and editing, tabulation and interpretation. This was followed by the themes of study in each main section.
Mean

The best known and frequently used measure of the center of a distribution of a quantitative variable is well known as the mean. The mean refers to “averaging”, adding up the data points and dividing by how many there are (Agresti & Franklin 2009).

By the formula:

\[
\text{Mean} = \frac{1}{n} \sum_{i=1}^{n} X_{ni}
\]

Table 3.3: Evaluation of Mean

<table>
<thead>
<tr>
<th>Mean</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00-1.49</td>
<td>Weak</td>
</tr>
<tr>
<td>1.50-2.49</td>
<td>Tend to weak</td>
</tr>
<tr>
<td>2.50-3.49</td>
<td>Tend to strong</td>
</tr>
<tr>
<td>3.50-4.00</td>
<td>Strong</td>
</tr>
</tbody>
</table>

Source: Agresti & Franklin (2009).

Standard deviation (σ)

The standard deviation helps to measure how far or near from the mean. Measure of the center is not enough to describe a distribution well. It tells the researchers about the spread of the data. In summary, σ is typical distance from the mean. Larger values of σ represent greater spread; and σ = 0 means that all observations take the same value \( \bar{X} \). σ denotes the value one standard deviation below the mean, \( \bar{X} + \sigma \) denotes the value one standard deviation above the mean, and \( \bar{X} \pm \sigma \) denotes the value that are one standard deviation from the mean in either direction.
Standard deviation: \[ \sum_{i=1}^{n} \frac{1}{n} (x - \mu)^2 \]

The standard deviation helps to measure how far or near from the mean. A measure of the center is not enough to describe the distribution well. It tells the researchers about the spread of the data.

**Table 3.4: Evaluation of standard deviation**

<table>
<thead>
<tr>
<th>Standard deviation</th>
<th>Level spreading</th>
</tr>
</thead>
<tbody>
<tr>
<td>( \sigma &lt; 0.5 )</td>
<td>Homogeneity</td>
</tr>
<tr>
<td>( \sigma &gt; 0.5 )</td>
<td>Heterogeneity</td>
</tr>
</tbody>
</table>

Source: Aggresti & Franklin (2009)

In statistics, homogeneity and its opposite, heterogeneity, arise in describing the properties of a dataset, or several datasets. They relate to the validity of the often convenient assumption that the statistical properties of any one part of an overall dataset are the same as any other part. Homogeneity is the condition in which all the variables in a classification have the same determinant. But heterogeneity is the condition in which all variables in a classification have different determinants.

**Correlation**

The tool of correlation analysis has been developed to study and measure the statistical relationship that exists between two or more variables. When three or more variables are considered, the study deals with multiple correlations (Sanders, 2003). Correlation coefficient/positive or negative the correlation coefficient takes on value ranging between +1 and -1. Correlation analysis, the purpose was to measure the strength and closeness of the relationship between each independent variable to dependent.
Table 3.5: Evaluation of data correlation

<table>
<thead>
<tr>
<th>Coefficient/positive or negative</th>
<th>Label /positive or negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>r=1</td>
<td>Perfect linear correlation</td>
</tr>
<tr>
<td>0.9&lt;r&lt;1</td>
<td>Positive strong correlation</td>
</tr>
<tr>
<td>0.7&lt;r&lt;0.9</td>
<td>Positive high correlation</td>
</tr>
<tr>
<td>0.5&lt;r&lt;0.7</td>
<td>Positive moderate correlation</td>
</tr>
<tr>
<td>0&lt;r&lt;0.5</td>
<td>Weak correlation</td>
</tr>
<tr>
<td>r=0</td>
<td>No relationship</td>
</tr>
</tbody>
</table>


3.6. Ethical considerations

The entire research process was conducted with due respect to ethical considerations in research. The researcher had got the consent of the respondents to participate in the study. The researcher took note and treats all gathered information from the respondents’ with utmost confidentiality. In general, a high degree of openness regarding the purpose and the nature of the research was considered by the researcher in the research process.
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter was concerned with the presentation, discussion, analysis and the interpretation of the data collected. 89 questionnaires were distributed to respondents and all were collected and returned back.

4.1. Characteristics of respondents

Table 4.1: Distribution of respondent per Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between 15-24 years</td>
<td>7</td>
<td>7.9</td>
<td>7.9</td>
<td>7.9</td>
</tr>
<tr>
<td>Between 25-34 years</td>
<td>20</td>
<td>22.5</td>
<td>22.5</td>
<td>30.3</td>
</tr>
<tr>
<td>Between 35-44 years</td>
<td>25</td>
<td>28.1</td>
<td>28.1</td>
<td>58.4</td>
</tr>
<tr>
<td>Between 45-54 years</td>
<td>23</td>
<td>25.8</td>
<td>25.8</td>
<td>84.3</td>
</tr>
<tr>
<td>Between 55-64 years</td>
<td>8</td>
<td>9.0</td>
<td>9.0</td>
<td>93.3</td>
</tr>
<tr>
<td>65 years and above</td>
<td>6</td>
<td>6.7</td>
<td>6.7</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>89</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

The results in the table 4.1 mean that the majority of respondents were from 35-44 years old which represent 28.1% of respondents, from 45-54 years old represent 25.8% of respondents, from 25-34 years represent 22.5 % of respondent, from 55-64 years represent 9.0% of respondent while 15-24 years represent 7.9% and 65 years and above represent 6.7% of respondents.
Table 4.2: Distribution of respondent per gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>39</td>
<td>43.8</td>
<td>43.8</td>
<td>43.8</td>
</tr>
<tr>
<td>Female</td>
<td>50</td>
<td>56.2</td>
<td>56.2</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>89</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

The table 4.2 indicates that the majority of respondents are female which represent 56.2% of the respondents, and male represent 43.8% of the respondents, this means that VUP project has more than the required percentage in gender balance policy.

Table 4.3: Distribution of respondent per marital status

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>19</td>
<td>21.3</td>
<td>21.3</td>
<td>21.3</td>
</tr>
<tr>
<td>Married</td>
<td>62</td>
<td>69.7</td>
<td>69.7</td>
<td>91.0</td>
</tr>
<tr>
<td>Divorced</td>
<td>2</td>
<td>2.2</td>
<td>2.2</td>
<td>93.3</td>
</tr>
<tr>
<td>Widowed</td>
<td>6</td>
<td>6.7</td>
<td>6.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>89</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data 2016

The table 4.3 indicates that 21.3 % of respondent are single, 62 respondents are married that represent 69.7% of respondent, divorced represent 2.2% of respondent while widowed represent 6.7% of respondents. Generally this means that the majority of respondents are married and single.
Table 4.4: Distribution of respondent per education

<table>
<thead>
<tr>
<th>Education</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid No formal education</td>
<td>25</td>
<td>28.1</td>
<td>28.1</td>
<td>28.1</td>
</tr>
<tr>
<td>Primary level</td>
<td>38</td>
<td>42.7</td>
<td>42.7</td>
<td>70.8</td>
</tr>
<tr>
<td>Secondary level</td>
<td>18</td>
<td>20.2</td>
<td>20.2</td>
<td>91.0</td>
</tr>
<tr>
<td>Bachelor Degree</td>
<td>8</td>
<td>9.0</td>
<td>9.0</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>89</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

The table 4.4 indicates that the majority of respondents have primary education level holders which represent 42.7% of the target population; no formal education which represents 28.1% of the target population, secondary levels represent 20.2% of the target population and the Bachelor’s degree represents 9% of the target population.

Table 4.5: Distribution of respondent per experience in the project

<table>
<thead>
<tr>
<th>Experience</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Less than 2 years</td>
<td>17</td>
<td>19.1</td>
<td>19.1</td>
<td>19.1</td>
</tr>
<tr>
<td>Between 3-5 years</td>
<td>50</td>
<td>56.2</td>
<td>56.2</td>
<td>75.3</td>
</tr>
<tr>
<td>5 years and above</td>
<td>22</td>
<td>24.7</td>
<td>24.7</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>89</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher, 2016

The table 4.5 indicates that the majority of respondents (56.2%) are experienced from 2 years to five years. This shows the stability team worker. The respondents with experience of 5 years and above are evaluated at 24.7% and the group of respondents with an experience less than two years represents 19.1%. This percentage indicates the level of skilled stakeholders able to reasonably perform their tasks and take sound decision for daily management of the project.
4.2 The level of stakeholders participation in success of projects implementation

Table 4.6: Stakeholders participation in success of projects implementation

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Very high</td>
<td>62</td>
<td>69.7</td>
<td>69.7</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>20</td>
<td>22.5</td>
<td>92.1</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td>7</td>
<td>7.9</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>89</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Primary data

The table 4.6 indicates that 62 respondent appreciates the participation of stakeholders in success projects implementation at a very high extent of 69.7% of respondent while 20 respondents believe that the participation is very high but high at the extent of 22.5% of respondent and 9 respondents (7.9% of respondent) believe that there is a moderate average participation of stakeholders in success the project implementation. Therefore, this generally means that without a participation of stakeholders the implementation of project might be very hard, since the participation of stakeholders is evaluated at a highest level of 67.4% of respondent in success project implementation.

Table 4.7: The mean and standard deviation on stakeholders’ participation

<table>
<thead>
<tr>
<th>Stakeholders participation</th>
<th>N</th>
<th>Valid</th>
<th>Missing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>89</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mean</td>
<td></td>
<td>3.6667</td>
<td></td>
</tr>
<tr>
<td>Std. Deviation</td>
<td></td>
<td>.81650</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

The research revealed that the mean on stakeholders participation in success of projects implementation is equal to 3.6667 and this justify how that stakeholders participation in success of projects implementation level condition is strong; for that issue the project has continue to motivate every stakeholders participation on how their participation initiative is
very important for continuous to achieve the project success in their program and that can play a positive impact for their implementation. Their standard deviation is equal to 0.81650 (σ>0.5); that explain how the level spreading of stakeholders participation in success of projects implementation level is heterogeneity and that condition means that all the variables in a classification have the different determinate.

4.3 The benefit indicators of success project implementation

One of the most fundamental facts about project is that the operating performance of the project shapes its implementation. It is also true that the financial structure of the project can also determine its project implementation. For this purpose the respondents were asked whether they know the indicators of success project implementation and their view are described in the following tables.

Table 4.8: Access to clean water in Muhororo VUP water supply

<table>
<thead>
<tr>
<th>Access to clean water</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Highly satisfied</td>
<td>59</td>
<td>66.3</td>
<td>66.3</td>
<td>66.3</td>
</tr>
<tr>
<td>Satisfied</td>
<td>24</td>
<td>27.0</td>
<td>27.0</td>
<td>93.3</td>
</tr>
<tr>
<td>Neutral</td>
<td>6</td>
<td>6.7</td>
<td>6.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>89</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data 2016

The table 4.8 indicates that success project implementation is also indicated by that main aspect as per respondents: accesses to clean water 66.3% of the surveyed respondents are highly satisfied, 27.0% of the surveyed respondents are satisfied and 6.7% of the surveyed respondents are neutral indicator. This proves that stakeholders participation have played an impact on success project implementation through the level on the condition of access to clean water in Muhororo VUP water supply, Ngororero district for the period ranging from the year 2012 up to 2015.
Table 4.9: The mean and standard deviation on access to clean water

<table>
<thead>
<tr>
<th></th>
<th>Access to clean water</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>Valid: 89</td>
</tr>
<tr>
<td></td>
<td>Missing: 0</td>
</tr>
<tr>
<td>Mean</td>
<td>3.2584</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>1.31017</td>
</tr>
</tbody>
</table>

Source: Primary data 2016

The table 4.9 revealed that the mean on access to clean water is equal to 3.2584 and this justify how that access to clean water tend to strong; for that issue the project has already played an important role to reach clean water to the majority of beneficiary of water supply water which is very important for continuous to generate the positive impact for their welfare. The standard deviation is equal to 1.31017 (σ>0.5); that explain how the level spreading of access to clean water is heterogeneity and that condition means that all the variables in a classification have the different determinate.

Table 4.10: Skills development

<table>
<thead>
<tr>
<th>Skills development</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Highly satisfied</td>
<td>67</td>
<td>75.3</td>
<td>75.3</td>
<td>75.3</td>
</tr>
<tr>
<td>Satisfied</td>
<td>15</td>
<td>16.9</td>
<td>16.9</td>
<td>92.1</td>
</tr>
<tr>
<td>Neutral</td>
<td>7</td>
<td>7.9</td>
<td>7.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>89</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data 2016

The table 4.10 indicates that success project implementation is indicated by also by this aspect as per expressed by respondents: skills development 75.3% of the surveyed respondents are highly satisfied, 16.9% of the surveyed respondents are satisfied and 7.9% of the surveyed respondents are neutral indicator. This proves that stakeholders participation have a positive impact on success project implementation in Muhororo VUP water supply and that as seen through skills development in Ngororero District for the period ranging from the year 2012 up to 2015.
Table 4.11: The mean and standard deviation on skills development

<table>
<thead>
<tr>
<th>Skills development</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>89</td>
</tr>
<tr>
<td>Valid</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td>0</td>
</tr>
<tr>
<td>Mean</td>
<td>2.7333</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>.88372</td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

On the side of skills development, the table 4.11 indicates that the mean on that issue is equal to 2.7333 and this justify how the evaluation mean tend to strong. Their standard deviation is equal to 0.88372 (σ>0.5); that explain how the level spreading of skills development is heterogeneity and that condition means that all the variables in a classification have the different determinate.

Table 4.12: Teamwork synergy

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Highly satisfied</td>
<td>69</td>
<td>77.5</td>
<td>77.5</td>
</tr>
<tr>
<td>Satisfied</td>
<td>10</td>
<td>11.2</td>
<td>88.8</td>
</tr>
<tr>
<td>Neutral</td>
<td>10</td>
<td>11.2</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>89</td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Primary data 2016

The table 4.12 indicates that success project implementation is indicated by the following main aspect as per respondents: teamwork synergy 77.5% of the surveyed respondents are highly satisfied, 11.2% of the surveyed respondents are satisfied and 11.2% of the surveyed respondents are neutral indicator. This proves that stakeholders participation have a positive impact on success project implementation through teamwork synergy in Muhororo VUP water supply project and that as seen in Ngororero District for the period ranging from the year 2012 up to 2015.
Table 4.13: The mean and standard deviation on teamwork synergy

<table>
<thead>
<tr>
<th></th>
<th>Teamwork synergy</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Missing</td>
</tr>
<tr>
<td>Mean</td>
<td></td>
</tr>
<tr>
<td>Std. Deviation</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

On the side of teamwork synergy, the table 4.13 shows that the mean on the teamwork synergy indicator is equal to 2.9333 and this justify how that teamwork synergy is evaluated tend to strong; for that issue the project has continue to train every beneficiary of the project to the teamwork synergy have to generate the positive impact for the project implementation success. Their standard deviation is equal to 0.96115 (σ>0.5); that explain how the level spreading of teamwork synergy is heterogeneity and that condition means that all the variables in a classification have the different determinate.

Table 4.14: Household savings

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Highly satisfied</td>
<td>57</td>
<td>64.0</td>
<td>64.0</td>
</tr>
<tr>
<td></td>
<td>Satisfied</td>
<td>19</td>
<td>21.3</td>
<td>85.4</td>
</tr>
<tr>
<td></td>
<td>Neutral</td>
<td>13</td>
<td>14.6</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>89</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Primary data

The table 4.14 indicates that success project implementation is indicated by the following main aspect as per respondents: household saving 64.0% of the surveyed respondents are highly satisfied, 21.3% of the surveyed respondents are satisfied and 14.6% of the surveyed respondents are neutral indicator. This proves that stakeholders participation have a positive impact on success project implementation by increasing household saving.
level in Muhororo VUP water supply project as seen in Ngororero District for the period ranging from the year 2012 up to 2015.

Table 4.15: The mean and standard deviation on household saving

<table>
<thead>
<tr>
<th>Household saving</th>
<th>Valid</th>
<th>Missing</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>89</td>
<td>0</td>
</tr>
<tr>
<td>Mean</td>
<td>2.8000</td>
<td></td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>.41404</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

The table 4.15 indicates that the mean on household saving is equal to 2.8000 and this justify how that household saving level tend to strong; for that issue the project has continue to sensitize every beneficiary on how their saving initiative is very important for continuous to ameliorate the living condition and financial capacity and those have playing a positive impact for their income to be invested in the future. Their standard deviation is equal to 0.41404 (σ<0.5); that explain how the level spreading of household saving level is homogeneity and that condition means that the variables in a classification have the same determinate.

4.4 The factors that influence the success project implementation

The respondent was asked this question in order for the researcher to find out different factors that influences success project implementation, the data collected on this question was presented in the table below
### Table 4.16: The factors leading to success of water supply project in Muhororo sector

<table>
<thead>
<tr>
<th>Factors</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Local authorities</td>
<td>30</td>
<td>33.7</td>
<td>33.7</td>
<td>33.7</td>
</tr>
<tr>
<td>VUP Coordination</td>
<td>13</td>
<td>14.6</td>
<td>14.6</td>
<td>48.3</td>
</tr>
<tr>
<td>Water management committee</td>
<td>41</td>
<td>46.1</td>
<td>46.1</td>
<td>94.4</td>
</tr>
<tr>
<td>NGOs intervention</td>
<td>5</td>
<td>5.6</td>
<td>5.6</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>89</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

The table 4.16 indicates that the success of water supply project in Muhororo sector is due to involvement of local authorities at 33.7%; VUP coordination by 14.6% of respondent, the ownership of Water management committee by 46.1% of respondent and NGOs intervention by 5.6% of respondent. This means that the participation of all stakeholders is very important for the success of project implementation, and especially the beneficiaries with local authorities’ involvement and engagement.

### Table 4.17: The NGOs participation in success of project implementation

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very high</td>
<td>22</td>
<td>24.7</td>
<td>24.7</td>
</tr>
<tr>
<td>High</td>
<td>28</td>
<td>31.5</td>
<td>31.5</td>
</tr>
<tr>
<td>Moderate</td>
<td>39</td>
<td>43.8</td>
<td>43.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>89</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

The table 4.17 indicates that 20 respondent appreciates the participation of NGOs in success implementation of projects at a very high extent of 24.7% while 28 respondents believe that the participation of NGOs is not very high but high at the extent of 31.5 % and 39 respondent believe that there is an average participation of NGOs in success
implementation of the project at the extent of 43.8%. Therefore, this generally means that NGOs participate in medium level since their participation is evaluated at a moderate level of 43.8% in success project implementation.

Table 4.18: The areas of NGOs participation in Muhororo VUP water supply

<table>
<thead>
<tr>
<th>Areas of NGOs participation</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Capacity building</td>
<td>48</td>
<td>53.9</td>
<td>53.9</td>
<td>53.9</td>
</tr>
<tr>
<td>Financial support</td>
<td>21</td>
<td>23.6</td>
<td>23.6</td>
<td>77.5</td>
</tr>
<tr>
<td>Advocacy</td>
<td>20</td>
<td>22.5</td>
<td>22.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>89</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

The table 4.18 shows the different ways in which NGOs participate in success project implementation. After collecting data, it was realized that NGOs participates in three main ways which includes capacity building at the extent of 53.9%, financial supports at the extent of 23.6% while advocacy is 22.5%. this means that the main intervention of NGOs is capacity building which leads to success project implementation in rural areas especially in Muhororo VUP sector.

Table 4.19: The proper management of Muhororo VUP water supply

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Training of employees</td>
<td>61</td>
<td>68.5</td>
<td>68.5</td>
<td>68.5</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td>28</td>
<td>31.5</td>
<td>31.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>89</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

The table 4.19 indicates the options that the management can opt for in success of proper management of the project. After collecting data, it was realized that the management
implements participant and employee trainings at the extent of 68.5%, monitoring and evaluation of the project at the extent of 31.5%, these are the only option that the management can go for in proper management of the project.

**Table 4.20 Stakeholders participation in monitoring and evaluation of VUP**

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Highly</td>
<td>49</td>
<td>55.1</td>
<td>55.1</td>
</tr>
<tr>
<td></td>
<td>Average</td>
<td>20</td>
<td>22.5</td>
<td>77.5</td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>20</td>
<td>22.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>89</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

The table 4.20 demonstrates how stakeholders participate in monitoring and evaluation of VUP. After collecting data, it was realized that stakeholders participate highly at the extent of 55.1%, average 22.5% and low level at 22.5%.

**Table 4.21 Stakeholders trained in VUP’s monitoring and evaluation**

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Yes</td>
<td>79</td>
<td>88.8</td>
<td>88.8</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>10</td>
<td>11.2</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>89</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

The table 4.21 gives information on training of stakeholders about VUP monitoring and evaluation. After collecting data, it was realized that the stakeholders was trained at the extent of 88.8% which means that almost the total population was trained in VUP monitoring and evaluation and only 11.2% of the target population was not trained in VUP monitoring and evaluation.
4.5 Relationship between stakeholders’ participation and access to clean water

The correlation was calculated in order to demonstrate the relationship between stakeholders’ participation and access to clean water as an indicator of success of project implementation. The table below illustrates the meaning.

**Table 4.22: The relationship between stakeholders’ participation and access to clean water**

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Stakeholders participation</th>
<th>Access to clean water</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders participation</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.037</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>89</td>
</tr>
<tr>
<td>Access to clean water</td>
<td>Pearson Correlation</td>
<td>.037</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.729</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>89</td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

From the analysis in the table 4.22 one can draw a conclusion that there is a positive coefficient of data correlation equal to 0.729 which indicates a positive relationships between stakeholders participation and access to clean water through positive and high correlation as the correlation located in the interval of [0.50-0.75] expressed as: positive and high correlation. This means that stakeholders’ participation contributes positively to access to clean water in Muhororo VUP Sector at 72.9%. Consequently, there is a positive relationship between stakeholders’ participation and access to clean water by the population through the water supply water project in Muhororo Sector.
Table 4.23: The relationship between stakeholders’ participation and household savings

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Stakeholders participation</th>
<th>Household savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders participation</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>89</td>
</tr>
<tr>
<td>Household savings</td>
<td>Pearson Correlation</td>
<td>-.053</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.620</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>89</td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

From the analysis in the table 4.23 one can draw a conclusion that there is a positive coefficient of data correlation equal to 0.620 which indicates a positive relationship between stakeholders’ participation and household saving. The research revealed that the correlation is positive and high correlation at the extent of 0.620 (62.0%) This means that the stakeholders’ participation contributes to the promotion of household saving by reducing the expenses related to water from so far areas.

Table 4.24: The relationship between stakeholders’ participation and teamwork synergy

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Stakeholders participation</th>
<th>Teamwork synergy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders participation</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>89</td>
</tr>
<tr>
<td>Teamwork synergy</td>
<td>Pearson Correlation</td>
<td>.068</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.527</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>89</td>
</tr>
</tbody>
</table>

Source: Primary data, 2016
From the analysis in the table 4.24 one can draw a conclusion that there is a positive coefficient of data correlation equal to 0.527 which indicates a positive relationship between stakeholders’ participation and teamwork synergy is identified as positive and high correlation as the correlation located in the interval of [0.50 - 0.75] [expressed as: positive and high correlation. This means that stakeholders’ participation contributes to the teamwork synergy influenced by water supply project implementation initiative in Muhororo Sector at rate of 52.7%.

**Table 4.25: The relationship between stakeholders’ participation and skills development**

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Stakeholders participation</th>
<th>Skills development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders participation</td>
<td>Pearson Correlation 1</td>
<td>-.058</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.589</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>89</td>
</tr>
<tr>
<td>Skills development</td>
<td>Pearson Correlation -.058</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.589</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>89</td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

From the analysis in the table 4.25 one can draw a conclusion that there is a positive coefficient of data correlation equal to 0.589 which indicates a positive relationship between stakeholders’ participation and success of project implementation evaluated as positive and high correlation as the correlation coefficient located in the interval of [0.75 - 1.00] [expressed as: positive and high correlation. This means that stakeholders’ participation contributes to the success of water supply project implementation in Muhororo Sector Ngorororo District at rate of 58.9%.
Table 4.26: The relationship between stakeholders’ participation and success of project implementation

<table>
<thead>
<tr>
<th></th>
<th>Correlations</th>
<th>Stakeholders participation</th>
<th>Success of project implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>-0.051</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Pearson Correlation</td>
<td>-0.051</td>
<td>1</td>
</tr>
<tr>
<td>participation</td>
<td>Sig. (2-tailed)</td>
<td>0.634</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>89</td>
<td>89</td>
</tr>
<tr>
<td>Success of project</td>
<td>Pearson Correlation</td>
<td>-0.051</td>
<td>1</td>
</tr>
<tr>
<td>implementation</td>
<td>Sig. (2-tailed)</td>
<td>0.634</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>89</td>
<td>89</td>
</tr>
</tbody>
</table>

Source: Primary data, 2016

**Legend:**

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

[-1.00 - 0.00] : Negative correlation

[0.00 - 0.25] : Positive and very low correlation

[0.25 - 0.50] : Positive and low correlation

[0.50 - 0.75] : Positive and high correlation

[0.75 - 1.00] : Positive and very high correlation

The correlation was calculated in order to demonstrate the relationship between stakeholders’ participation and success of project implementation. From the analysis in the table 4.26 one can draw a conclusion that there is a positive coefficient of data correlation equal to a 0.634 which indicates positive relationships between stakeholders’ participation and success of project implementation through positive and high correlation as the correlation identified in the interval of [0.50-0.75]expressed as: positive and high correlation. This means that stakeholders’ participation contributes to the success of water supply project implementation in Muhororo Sector Ngororero District at extent of 63.4%.

4.6 Summary of data analysis

This chapter was to analyse the contribution of stakeholder’s participation in success project implementation in Muhororo VUP- Ngororero district; a case study of Muhororo
VUP water supply project. After data collection and analysis, the results have confirmed that there is a positive relationship between stakeholder’s participation and success project implementation. This means that, the success project implementation is based the high participation of stakeholders as well as described during the data analysis by using SPSS software for determining percentage, mean and standard deviation.
CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Introduction
This chapter concerns the summary of the major findings, conclusion and recommendations.

5.1 Summary of the findings
The summary of findings is that, this research intended to investigate whether stakeholders’ participation influences success of project implementation taking the case of Muhororo VUP Water Supply project and evaluate what is planned and what is actually done on the ground. This study indicates that both the management of the project and the stakeholders significantly influences success of project implementation. The relationship between stakeholders and success of project implementation is reciprocal since the poor and declining project implementation. Reciprocally the stakeholder’s participation is of great importance to success of project implementation. The management motivates the stakeholder’s participation in the project implementation to maintain high project successfulness. The effort in this work reveals that building high stakeholder’s participation is a necessary foundation for today’s project that intend to beat the competition, enhance their market outlook and financial performance. Project implementation is a logical outcome of the quality of corporate governance operated in an organization. It is a critical resource, and indeed a pillar, upon which the quality of a project’s future can be predicated. These findings complement existing studies of the relationship between teamwork and financial performance by explicitly articulating the dynamic implications teamwork as an intangible asset. Having said this, it is approved by the table 4.6 which shows that 82 respondent appreciate the participation level of
stakeholders in success projects implementation at a very high and high extent of 92.1%. The benefits of beneficiaries’ participation in success project implementation were also indicated by the table 4.8 where 66.3% of the surveyed respondents are highly satisfied with access to clean water; 75.3% of the surveyed respondents are highly satisfied by skills development as shown by table 4.10; and those who are highly satisfied by teamwork synergy were estimated at 77.5% as indicated by table 4.12 and finally the table 4.14 shows that 64% of the respondents are highly satisfied by household savings. On the side of the factors that influence the success of project implementation, the table 4.16 indicates that Muhororo Sector water supply project success is due to the involvement of local authorities at 33.7%, VUP coordination at the extent of 14.6%, the ownership of water management committee by 46.1% of respondent and NGOs intervention by 5.6%.

5.2 Conclusions

The finding from this research project revealed that superior performing project have a greater chance of sustaining superior performance over time if they also possess relatively high participation of stakeholders, this is to mean that the implementation and success of project depends on stakeholders participation since together we stand and divide we fall. A project’s stakeholder’s participation has a consistently strong impact on successful project implementation. The research concludes that there is a positive relationship between stakeholders’ participation and success projects implementation at a very high extent level. Therefore, this generally means that without participation of stakeholders the implementation of project might be very hard.
5.3 Recommendation

This research has demonstrated that stakeholder’s participation is an important strategic tool that contributes to success project implementation in Muhororo-VUP water supply project in Ngororero District through the increase of access to clean water, enhanced skills development, improved team work synergy and increased household savings. The research finds out the recommendations related to the overall orientation of the individuals and management to emphasize the stakeholder’s participation. The decision makers have to adopt participatory approach in the whole process of project management in order to achieve sustainable development. The research recommends beneficiaries to improve their ownership and involvement during project planning, implementation, evaluation and after phase out of the project for the purpose of sustainability.

5.4 Area for further research

The following topics should be researched upon for further studies: Impact analysis of reputable companies on project performance, Effective management as the mean to improve project financial performance in Rwanda and the Impact analysis of reputation building strategy on the performance of long term project.
REFERENCES


Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and Ministry of Finance, Planning and Economic Development (MFPED):


Ngororero District (2015). VUP report


APPENDICES
APPENDIX I: AUTHORIZATION LETTER
APPENDIX II: ACCEPTANCE LETTER
APPENDIX III: QUESTIONNAIRE

Introduction

My name is Jean Paul BIORIMANA, an MBA student from Mount Kenya University, conducting a research entitled: «STAKEHOLDERS’ PARTICIPATION AND SUCCESS OF PROJECT IMPLEMENTATION», A case study of water supply project in MUHORORO VUP NGORORERO District

Therefore you have been identified as one of the person that can provide the information needed for this researcher purpose and the information provided will be confidentially used for academic purpose.

Thank you.
PART ONE OF QUESTIONNAIRE

Instructions:
- Answer the question to the best of your knowledge, ability and honesty for the good of this research.
- Answer by putting a tick in the provided spaces where necessary, please give your view.

PERSONAL IDENTIFICATION

1. Age
   a. Between 15-24 years
   b. Between 25-34 years
   c. Between 35-44 years
   d. Between 45-54 years
   e. Between 55-65 years
   f. 65 years and above

2. Gender
   a. Male
   b. Female

3. Level of education
   a. No formal education
   b. Primary level
   c. Secondary level
   d. Bachelor’s Degree

4. Marital status
   a. Single
   b. Married
   c. Divorced
   d. Widow/widower

5. For how long period are you water supply project stakeholders?
   a. Less than 2 years
   b. Between 3-5 years
   c. 5 years and above
6. Do you believe that water supply project has promoted an access to clean water in Muhororo sector?
   a. Highly satisfied
   b. Satisfied
   c. Neutral

7. What is your level of satisfaction of skills development promoted by VUP Water Supply project in Muhororo Sector?
   a. Highly satisfied
   b. Satisfied
   c. Neutral

8. What is your level of satisfaction of teamwork synergy promoted by VUP Water Supply project in Muhororo Sector?
   a. Highly satisfied
   b. Satisfied
   c. Neutral

9. What is your level of satisfaction of household saving promoted by VUP Water Supply project in Muhororo Sector?
   a. Highly satisfied
   b. Satisfied
   c. Neutral

10. What is your level of satisfaction on stakeholders’ participation in success of projects implementation?
    a. Very high
    b. High
    c. Moderate

11. What is the advantage of success project implementation to the beneficiaries?
    a. Clean water
    b. Skills development
    c. Teamwork synergy
    d. Household saving
12. In which of the following factors leading to success of water supply project in Muhororo sector?
   a. Local authorities
   b. VUP Coordination
   c. Water management committee
   d. NGOs interventions

13. How do you rate the participation of NGOs participation in success of project implementation?
   a. Very high
   b. High
   c. Moderate

14. In which of the following ways do NGOs participates in implementation of Muhoror VUP water supply project?
   a. Capacity building
   b. Financial support
   c. Advocacy

15. In which way are you involved in proper management of Muhororo VUP water supply project?
   a. Training of employees
   b. Monitoring and evaluation

16. How is your level of satisfaction on stakeholders’ participation in monitoring and evaluation of Muhororo VUP water supply project?
   a. Highly
   b. High
   c. Low

17. As stakeholder, are you trained in VUP’s monitoring and evaluation?
   a. Yes
   b. No
18. Is there a relationship between stakeholders’ participation and success of project implementation?