

## PROJECT IMPLEMENTATION FACTORS INFLUENCE ON THE SUCCESS OF COMMUNITY BASED PROJECTS IN RWANDA: A CASE STUDY OF CHURCH AND COMMUNITY MOBILIZATION PROJECT -BUGESERA DISTRICT.

**Musasizi Damali**

Jomo Kenyatta University of Agriculture and  
Technology,  
Kigali, Rwanda.

**Dr. Jaya Shukla**

Jomo Kenyatta University of Agriculture and  
Technology,  
Kigali, Rwanda.

**Ms. Jacklinne Kibachia**

Jomo Kenyatta University of Agriculture and Technology,  
Kigali, Rwanda.

### ABSTRACT

**T**his study was conducted to assess project implementation factors influence on the success of community based projects in Rwanda using the work of Pinto and Slevin (1987) as a basis for the research. In their work, they advanced ten project implementation factors that were said to be critical to the success of projects; they gave an outline of the ten factors, defined them and stated their importance to project success, but did not investigate on the influence they would have to the success of projects. The research was therefore conducted to assess the influence of three factors from the ten advanced by Pinto and Slevin which were; personnel used by CCM project, monitoring and feedback, and beneficiary acceptance/consultation to the success of the Church and Community Mobilization Project in Bugesera district, given that the project report indicated that one of the three goals (100% of targeted families to have access to income, investments and savings by 2016) set to be achieved by the project was not a success (CCM Project Report, 2016). The study objectives were also derived from the three factors. The independent variable for the study was project implementation factors and the dependent variable project success. A descriptive case study design was used for the study, which facilitated collection and analyzing of data both quantitatively and qualitatively. A Census study was done for the whole population of 31 church leaders who were in charge of daily monitoring and giving a report about the impact of the project to beneficiaries. Three key informants also provided information to the research. A questionnaire was used to collect data from the church leaders and an interview guide administered to the key informants. The variables were subjected to correlation analysis and the Software Package for Social Sciences (SPSS) was used to analyze data. The study found out that there was a positive relationship between project implementation and personnel of the project, monitoring and feedback, and beneficiary acceptance/consultation (0.894, 0.493 and 0.661) respectively. All the factors had a significant p-value ( $p < 0.05$ ) at 95% confidence level. The significance values for relationship between project implementation factors of CCM and project success were 0.018, 0.031 and 0.024 respectively. This indicates that there is a correlation between project implementation factors influence on the success of church and community mobilization project in Bugesera district. This implies that personnel of the project were the most significant factor in influencing the project success. The study concluded that there was a relationship between project implementation factors and success of the project and therefore the factors influenced project success. like agriculture to enrich the study in Rwanda.

**Key words: Project management, Project implementation, Project success**

### ***1.0 Background.***

The success of each project relies on the implementation phase of the project. The implementation phase is the longest phase in the project life cycle. Project Implementation is the process whereby “project inputs are converted to project outputs”. This may be looked at as: putting in action the activities of the project as well as putting into practice what was proposed in the project document (i.e. transforming the project proposal into the actual project). This involves management of the project or executing the project intentions. Implementation success deals with the issues of how to succeed through a project implementation. It covers aspects such as: project success and failure definitions, problems and outcomes, critical success factors and risk management (Avdeenko & Gilligan, 2014).

The issue of project implementation is a global one (Sambasivan & Soon, 2007). As a result, the literature is replete with studies investigating project implementation in various countries worldwide, including Nigeria (Abinu and Jagboro, 2002), Saudi Arabia (Al-Khalil and Al-Grafly, 1999), Jordan (Sweis, et al, 2008), Zambia (Kaliba et al., 2009), Ghana (Fugar and Agyakwah-Baah, 2010), Thailand (Ogunlana et al., 1996), Malaysia (Sambasivan and Soon, 2007) among others.

The process of project implementation, involving the successful development and introduction of projects in the organization, presents an ongoing challenge for managers. The project implementation process is complex, usually requiring simultaneous attention to a wide variety of human, budgetary, and technical variables. As a result, the organizational project manager is faced with a difficult job characterized by role overload, frenetic activity, fragmentation, and superficiality. Often the typical project manager has responsibility for successful project outcomes without sufficient power, budget, or people to handle all of the elements essential for project success. In addition, projects are often initiated in the context of a turbulent, unpredictable, and dynamic environment. Consequently, the project manager would be well served by more information about those specific factors critical to project success. The project manager requires the necessary tools to help him or her focus attention on important areas and set differential priorities across different project elements (Padawangi, 2010)

Harold (2001) advances that, “projects are the activities that result in new or changed products, services, environments, processes and organizations.” He also outlines that, success of a project refers to “meeting the customer’s expectations, regardless of whether “the customer” was internal or external. He further clarifies that, success may mean “getting the job done within the constraints of time, cost, and quality.”

In Nekerck and Steyn (2011) Freeman and Beale put out an understanding that: success of a project may, “mean different things to different people. An architect may consider success in terms of aesthetic appearance, an engineer in terms of technical competence, an accountant in terms of dollars spent under budget, a human resources manager in terms of employee satisfaction. Chief executive officers rate their success in the stock market.” Successful implementation of a project, from other researchers is defined as “the convergence of the ability of the process to meet the technical goals of the project whilst not deviating from the three constraints of scope, time and cost (Kerzner, 2003, Ofori 2013)”.

Project success from classical point is “a measure of the performance of a project against its main design parameters, which are schedule, budget, scope, and quality.” (Jing, Yin 2014) Nekerck and Steyn (2011) for their research done in South Africa do agree with Yalegama, Chileshe and Ma, (2016); Jing, Yin (2014), that there is no specified definition for project success that may apply to all projects, making it very important, before every start of any implementation of a project, for individual projects to clearly define the dimensions that were used to determine its success.

In the attempt to solve the question concerning factors that could be used for successful implementation of projects, many studies have been advanced in the subject, but to this day, the question still remains lacking satisfactory answers. Pinto and Slevin, (1987) assert that, “a project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), is accepted and used by the clients for whom the project is intended (client satisfaction criterion).” Although they agree that time, cost and quality are factors which could be used to measure successful implementation of projects, Pinto and Slevin also advanced an approach of ten dimensions that are important for consideration measurement of successful implementation of projects. The ten dimensions that they talk about are, Project Mission, Top Management Support, Project Schedule Plans, Client Consultation, Personnel, technical Tasks, Client Acceptance, Monitoring and Feedback and Communication.

Kuen, (2007); Nekerck and Steyn (2011), wrote about several approaches that have been used to try and solve the question of identifying factors that could be considered for successful implementation of projects. In their studies, it is asserted that the “Gold Triangle”, approach applied as a measure for factors that influence successful implementation of projects for a good period of time. With this approach, cost, time and quality are the factors that were used in measuring project success. With the “Gold Triangle”, approach, once a project was completed within the planned scope of time, budget cost and adhered to the parameters used to determine its quality output, it would be deemed to have been successfully implemented.

Shenhar et al. developed an approach with four dimensions; Project efficiency (Meeting schedule goals, Meeting budget goals); Impact on the customer ( meeting functional performance, meeting technical specifications, fulfilling customer needs, solving a customer’s problem, the customer is using the product, customer satisfaction); Business success ( commercial success, creating large, market share) and Preparing for the future (creating a new market, creating a new product line, developing new technology). The approach was subjected to 127 projects, which were grouped according to technology uncertainty each project could face at its initiation. Findings from the test done with the 127 projects revealed inefficiencies in using the four dimensions, which led Shenhar and Dvir to come up with a new approach of five dimensions; Efficiency, Impact on customer, Impact on team, Business and finally direct success and Preparation for the future, as an effort to include situations that were not considered in the original four-dimension approach. (Nekerck and Steyn 2011).

In Rwanda, the government has worked very hard in taking on the lead in successful implementation of its projects, causing all other none government organizations in Rwanda to follow suit. Rwanda has registered great success stories in implementation of Government projects. This successful implementation has been attributed, to the good governance and leadership that does not tolerate corruption and mandates that all Rwandans including; leading government officials are held accountable to their citizens. Performance contracts are made by all ministries down to all local leaders at cell level, and then an evaluation followed at a bi-annual meeting headed by the president of Rwanda each year. (Versailles, 2012) In addition Rwanda has a great vision of turning into a middle-income country by 2020. (Rwanda Vision 2020, 2000) The government of Rwanda has ensured that all its citizens are enlightened about vision 2020 and clearly understand the vision and its objectives and hence facilitating ownership of the vision. This clear understanding of the vision 2020 by Rwandan citizens, has greatly contributed to successful implementation of the government projects.

### ***1.1 Problem statement***

The CCM Project in Bugesera district of Rwanda, like any other organization that is aimed at achieving success, set goals and targets to be achieved at the end of the project. In the bid to increase successful outcomes of the project, investment was done; to conduct a needs assessment of the beneficiaries so as to gain their acceptance of project activities, project personnel (Church leaders) were trained on how to carry out trainings for project beneficiaries, so as to guide them in the achievement of set project goal and monitoring and feedback was done by the church leaders with the help and guidance of the CCM Project monitoring and evaluation officer, often to ensure that the project was on track and attained success as desired. Basing on the results from the end of project report, the project had three goals to achieve if it were to be considered successful, these were to have; 100% of targeted churches and care groups have improved knowledge and skills to enable development of integral mission initiatives in communities by 2016, 100% of targeted families to have improved access to health, education, shelter, protection and psychosocial support services by 2016 and 100% of targeted families to have access to income, investments and savings by 2016. The first two goals were generally achieved at 88% and 94% respectively, except for the third goal were only 49% of the families were able to realize it (CCM Project report, 2016), which implied that the project was not totally successful as would have been desired. Persistent of this phenomenon, the project may risk funders not funding their future projects. The research was therefore carried to find out how, project implementation factors (personnel used by CCM project, monitoring and feedback, and beneficiary acceptance/consultation) influenced the success of the CCM project; to help identify the possible answers to why the goal for having 100% of targeted families access income, investments and savings by 2016 was only achieved by 49% of the families and come up with suggestions of solutions that could be used in ensuring that the factors influence the success of CCM Project for desired results.

### ***1.3 Objectives of the study***

#### ***1.3.1 General Objective***

The general objective of the research was conducted to assess the project implementation factors (personnel used by CCM project, monitoring and feedback, and beneficiary acceptance/consultation) that were considered by the research, to influencing the success of community based projects in Rwanda.

#### ***1.3.2 Specific Objectives***

1. To determine the influence of CCM project Personnel on the success of the project
2. To establish the influence of Monitoring and Feedback done by CCM on the success of the project.
3. To investigate the influence of considering beneficiary consultation and acceptance of CCM Project activities to the success of the project.

## ***2.0 Literature Review***

### ***2.1 Empirical review***

#### **2.1.1 Concept of Project Implementation**

Projects are commonly divided into several phases; completion of each phase is marked by defined deliverables. The number of phases in a project life cycle is context dependent. Most projects have been found to have four or five phases (Stretton, 2000). The life cycle model provided in the PMBOK® Guide (PMI, 2000) provides a typical example. Each phase of a project can be associated with performance criteria, and separate deliverables which mark the completion of the phase. Project phases are in a linear fashion, with one phase being formally completed before the next is formally initiated, as one phase might provide deliverables which are necessary for the initiation of a subsequent phase.

The PMBOK® Guide also identifies five different processes as aiding in the management of the phase: initiating processes; planning processes; executing processes; controlling processes; and closing processes. The Initiation process occurs at the beginning of the project. Initiation acknowledges that a project, or the next project phase, should begin. Initiation grants the approval to commit the organization's resources to working on the project or phase (PMI, 2000, 2004). Planning is the second phase and is a process of formulating and revising planning documents to be used throughout the project. In this process project requirements and stakeholders are identified.

Planning has more processes than any of the other project management processes. The Executing, Controlling, and Closing process all rely on the planning process and the documentation produced during the planning processes in order to carry out their functions. Project managers perform frequent iterations of the planning processes prior to project completion. Planning must encompass all areas of project management and consider budgets, activity definition, scope planning, schedule development, risk identification, staff acquisition, procurement planning, and more. The greatest conflicts a project manager will encounter in this process group are project prioritization issues (PMI, 2000, 2004).

The third phase is executing process this involves putting the project plans into action. It's here that the project manager will coordinate and direct project resources to meet the objectives of the project plan. The Executing process keeps the project plan on track and ensures that future execution of project plans stays in line with project objectives. The executing process utilizes the most project time and resources. Costs are usually highest during the executing process. Project managers will experience the greatest conflicts over schedules in this phase (PMI, 2000, 2004). The fourth phase is controlling process this is where project performance measurements are taken and analyzed to determine if the project is staying true to the project plan. If it's discovered that variances exist, corrective action is taken to get the project activities aligned with the project plan (PMI, 2000, 2004).

Closing is the fifth phase it is probably the most often skipped process in project management. Once the project objectives have been met, most of us are ready to move on to the next project. However, Closing is important as all the project information is gathered now and stored for future reference. The documentation collected during closing processes can be reviewed and utilized to avert potential problems on future projects. Contract closeout occurs here, and formal acceptance and approval are obtained from project Stakeholders (PMI, 2000, 2004). Project success is a topic that is discussed so frequently in the project management but yet irregularly agreed upon (Pinto & Slevin, 1989).

Project success is usually discussed in terms of success factors and success criteria. Success factors are considered to be those aspects of management that lead directly or indirectly to the success of the project, while success criteria are defined as the measures by which success or failure of a project or business was judged (Cooke-Davies, 2002). According to Lai (1997) the factors that contribute directly to project success is the ability to stay within the cost, time and performance specifications of the project.

Different authors came up with factors influencing success this includes: support from senior management and adequate funds (White & Fortune, 2002); adequate resources (Posner, 1987); and the importance of planning, monitoring and controlling, technical, commercial and external issues (Morris et al., 2000). Ashley et al (1987) examine the links between success criteria and success factors, finding a direct cause and effect relationship between some factors and criteria. What counts as a successful project depends on how that success is measured? It has been found that the traditional measures of success, time, cost and goal specifications, are the most cited in the project management literature and were used most regularly as practical judges to project success (White & Fortune, 2002). There is a tendency to rely on time and cost as measures for easy measurement (Pinto & Slevin, 1988).

### **2.1.2 Personnel of a Project**

Recruitment of personnel is crucial in the successful implementation of projects. Project staff is responsible for the day to day running of project activities right from the manager to the lowest ranking officer. This is affirmed in (Ofori,2013) where it is indicated that “the project manager and the project team are ultimately responsible for the success and quality of projects which stands to reason that competent personnel would be recruited and trained regularly.” In a research done in Sri Lanka by Yalegama, Chileshe and Ma (2016) and in Kenya by Kibebe and Mwirigi (2014) it is reported that once wrong staff (Staff without the needed project skills and experience) is hired, this makes a large contribution to project failure.

When the right people (Staff with the needed project skills and experience) are not placed in a project to do the job right, the project may run greater risk of failing. Right people in this case will imply people who have the right skills and experience to do the job assigned to them. More so it is important that staff is knowledgeable about the kind of the project they work with and committed to working towards the success of the project. Being knowledgeable equips staff to be problem solvers should a crisis arise. (Kibebe, Mwirigi, 2014) For staff to be knowledgeable, they must believe in, know and understand clearly, on individual basis the mission, goal, and objectives of the project, more so be informed and familiar with the project strategies that will be used to achieve the mission, goal and objectives of the project. This will indicate that project staff holds themselves accountable to working towards project success (Ofori, 2013).

According to research done by Ofori (2013) in Ghana, findings supported that for staff to have the right skills, knowledge and experience; it may necessitate that their professional needs are identified for them to be given training to facilitate better results in the future and that the mission, goal and objectives of the project are communicated to them consistently, until they are mastered by each individual staff.

The government of Rwanda has come up with strategies to train Rwandans with the necessary professional skills, in order for Rwanda to be able to achieve Vision 2020 goal of Human Resource Development and a Knowledge-based economy (Kaberuka (2000).

A research done in Sri Lanka in 2016 indicated that training and skill development of staff yielded improvement towards achieving successful implementation of projects. Through training, staff are able to use knowledge obtained when taking on project activates hence better benefitting the end beneficiaries of a project and therefore consequently improving their skills in delivering desired results. In this same research for example staff of the Gemidiriya project managed to do a better job after receiving training on how to pass on knowledge to community members in book keeping, community mobilization for support of project, road construction and the community management of the project for sustainability in the community.

Yalegama, Chileshe and Ma (2016) further attest that their findings were supported by other researchers like; Ika et al. (2011) in which it was evidenced that for World Bank projects to be successfully implemented, training was an important factor to be considered. In addition; Khang and Moe (2008) also

indicate the importance of training in helping staff transfer knowledge to project beneficiaries at all stages of projects. Besides training and skill development of staff, that their commitment to the project is paramount to its success, for this to happen it would require staff that are enthusiastic and competent, lack of this may be a cause for project failure.

Findings from Jing, Yin (2014) agree that personnel should be a key factor to successful implementation of a project, but when it comes to elements the personnel should possess or be equipped with, they give an alternative view. Results from the research they did in China indicated that relationships between staff members matter most for the success of any project. Therefore however committed, competent knowledgeable, skilled and well trained staff may be for the job, without great relationships, the project may fail. The results from their research support that, once relationships among staff members of the project were good, this would be an indication, that should be considered to have greatly influenced successful implementation of projects and likewise to project failure should the relationship between and among staff not be good. Jin and Yin in their work advance that once relationships are good people have the same understanding and hardly will conflict hence successful implementation of the project. Still in the same research contradictions arise from findings were results show that however good relationships may be, they may also be a top cause to failure of a project when a lot of compromise is accepted for the benefit of having good relationship among staff.

### **2.1.3 Monitoring and feed back**

Pinto and Slevin, (1987) highlight monitoring and feedback as “ the project control processes by which at each stage of the project implementation, key personnel receive feedback on how the project is comparing to initial projections.” They also assert that “making allowances for adequate monitoring and feedback mechanisms give the project manager the ability to anticipate problems, to oversee corrective measures, and to ensure that no deficiencies are overlooked.”

In Rwanda, it has been made a culture, every year for all government officials to have performance contracts. Leaders at all government levels and citizens, have a bi- annual meeting, headed by the President of Rwanda, to make an evaluation of the deliverables in the year’s performance contract, here each leader is mandated to give accountability toward the agreed deliverables. This has been one of the major factors that has made Rwanda one of the few African countries that have success stories of implementing various government projects (Versailles, 2012).

However, if projects are to be implemented successfully, management must be knowledgeable and practical in carrying out monitoring and evaluation at all stages of the project implementation. Monitoring and evaluation of the project equips project managers to be able to know the position of their project and therefore making it much easier to locate the challenges they may face when implementing the project, with in the project and at community level hence finding viable solutions that will facilitate sustainability of the project (Kibebe and Mwirigi, (2014).

Monitoring and Evaluation should not only facilitate the managers and personnel of projects but ought to be extended further to the beneficiary community if the project is to be successfully implemented. In Yalagama, Chileshe and Ma (2016) for their research conducted in Sri-Lanka, an interviewee stipulated that “monitoring system, management information system, community operations manually contributed to the project success. The above views are also supported in literature (Ika et al. 2012; Nkonya et al. 2012).” Still with Yalagama, Chileshe and Ma (2016), for beneficiary communities to be able to facilitate the successful implementation of a project, they strongly recommend that, projects should not only give money to these

communities to carry out development activities but should also facilitate the communities in teaching them how to make proper investments, book keeping, how projects are run successfully and monitored for desirable end results.

Mwaikogi, (2013) advances that; project schedule is a representation of contractor's plan for project completion, which puts into consideration time and sequence as critical factors in project schedules. In a plan, activities of the project are well outlined in terms of time and the sequence in which implementation of activities for the success of the project will be followed through the life cycle of the project. He supports that time is an important tool that managers should use to monitor and evaluate the success of the project. Following his research done in Kenya were results confirmed that "12 (33%) respondents indicate project scheduling has very high impact on effective project implementation. There are 21 (58%) respondents who believe project scheduling has high influence on effective project implementation while only 2 (6%) indicated that project scheduling has minor influence on effective project implementation. 1 (3%) respondent was not sure whether project scheduling has any influence on effective project implementation"; hence proper scheduling is paramount to successful implementation of projects.

When time is used properly, it allows management to control and measure the pace of the work and provides the participants with the information to make timely decisions." This statement further points out clearly, the importance of monitoring and feedback using time as a tool of measure, to the successful implementation of projects. Mwaikogi, (2013); Therefore it would be acceptable following the works of the researchers like, Mwaikogi, (2013); Theodore, (2009) that time could not be used as a critical factor to determine success of a given project, but rather is a tool that can be used to measure the strides projects make towards their successful implementation.

Project budget is defined as "well-coordinated and management approved financial plan of operations, indicating the amounts required for achieving assigned targets, and the expected receipts from sales or the value of work done (Chitkara, 2009)." Mwaikogi (2013) adds that regular monitoring and evaluation of project cost facilitates the projects in its stages of implementation to work within the availed budget, this is also supported by Ofori, (2013) in his research done in Ghana. He also asserts in agreement with Mwaikogi (2013), working within the project budget can be used as a measure for the success, but not necessarily a factor that influences successful implementation of a project. According to the works of Pinto and Slevin, (1987) "from a budgeting perspective, Souder et al. emphasize the importance of constant monitoring and "fine-tuning" of the process of implementation", further grounding the fact that a budget is a tool that can be used to measure the progress of the project towards its success though out all implementation stages of the project. Hence therefore adherence to a budget may not fully determine successful implementation of a project.

#### **2.1.4 Beneficiary acceptance and consultancy of project**

A research carried out by Lwakabamba, (2009) in Rwanda, stipulates that "Customer Satisfaction is critical issue in the success of any business system, hence one of the key challenges on this market, is how to satisfy and retain customers." The study indicated that Rwanda among the East African countries was reported to be the worst in satisfying customer/clients/beneficiary needs. This was largely attributed to the lack of awareness on the part of service and production providers in proper identification of customer/client/beneficiary needs.

In affirmation of the works of Lwakabamba, (2009), in the past, client's /customers/ beneficiaries were not consulted, for projects that were implemented in their communities. Projects were run majorly according to the conditions of donors. Time came when research disapproved the success of projects that operated

without the views of beneficiaries or clients being taken care of and so project begun to seek out the influence of client/ beneficiary consultation on the success of projects. In Sri-Lanka, an interviewee points out that the success the project attained was attributed to the community members perceiving it as their own project because they were fully involved in all its stages of implementation.

The contribution of clients or beneficiary participation in development project effectiveness has been widely recognized ever since criticisms of the top-down approach of development projects emerged. These revolutionary writings generated the recognition of the value of the contribution of beneficiaries and for their active participation to be facilitated throughout the project life cycle. Consequently, the satisfaction of beneficiaries has become one of the critical success factors for project management and it is seen as a good measure for sustainability. (Van Wicklin, 2010).

In the research carried out by Ofori in Ghana, results presented that 60.9% corresponded with responses that agreed that consultations were done on a regular basis with clients, indicating that client consultation was very important for the success of the project. Yalagama, Chileshe and Ma (2016) in Sri Lanka further confirm the same, were results from their research indicated that “all interviewees agreed that the active engagement of community during the project was a critical success factor, reasons given by the interviewees for the agreements were identified under three codes as; accurate project selection/prioritization, transparency, implementation support.”

Amade (2012) affirms the importance given by Baker, et al (1988) to client satisfaction as a critical factor for measurement of project success. Results from Amade’s work also strongly support client satisfaction to be a critical factor that has to be considered in successful implementation of projects. To show client satisfaction, Yalagama, Chileshe and Ma (2016) in their research done in Sri-Lanka agree with Amade (2012) whose research was done in Nigeria, asserting that clients must be able to have a self-driven motivation and commitment to their financial obligation towards the project, absence of this will indicate their dissatisfaction towards the project services or products and consequently project failure.

Kibebe and Mwirigi (2014) and Yalagama, Chileshe and Ma (2016) explain beneficiary dissatisfaction to be attributed to poor order of prioritizing the needs of beneficiary communities by implementing projects, largely brought about ignoring consultation of beneficiaries in identifying their needs in line with their priorities. Kibebe and Mwirigi eventually also add that it is mandatory if project implementation is successful that beneficiaries are consulted throughout the life cycle of any project.

The World Bank approach that allows the beneficiary community to participate in their own development that is in project selection, procurement, implementation and monitoring yields positive results in the successful implementation of projects. (Dongier et al., 2001). The World Bank projects are criticized for missing out on investing in capacity building of the beneficiaries in using World bank Project Management tools for example, to enable sustainable implementation of designed projects, hence meeting a challenge of “ownership” by beneficiary communities, causing major failure in World Bank projects. They assert that availing finance and technical assistance to beneficiary communities is lacking. (Platteau and Gaspard, 2003).

Contrary to Beneficiary consultation and contribution to project, Jing, Yin (2014) advance an approach that stipulates that without a good relationship developed between project staff, management and clients, all efforts made to involve a client in the successful implementation of a project may be in vain. Implying that clients may be consulted and may contribute towards the project, but if their relationship with the project is not ideal, there is no success guaranteed. To ground this more, the research conducted by Jing and Yin in China indicated that 80% of respondents strongly agreed that informal relationship with clients is key to success of any project, despite its disadvantages in delaying work for example. Consideration given to the

practicability of good relationships, leading to success of a project, 70% reported to have succeeded in winning a contract due to good informal relationship shared with clients/beneficiaries. This approach was seen an effective way of bridging communication gaps between the client and the project therefore used as a means of resolving conflict without undergoing legal procedure, which facilitates building better relationship, and also helps project to have sufficient time to make changes in case beneficiary needs change. This is reflected in the interview where respondent grounds it better by stating that, “Clients change their requirements sometimes, and good informal relationship helps to minimize the possibility of requirement change. When they do want to make changes, they would inform us before any formal process is taken so we will have time to prepare”, hence facilitating successful implementation of projects.

## 2.2 Conceptual Framework

A conceptual frame work was used to explain the effectiveness of factors that were used to determine success of projects, in influencing successful project implementation. The independent variable was (Project implementation) and the dependent variable (Project Success). It was expected that the effectiveness of the factors influencing successful project implementation would either lead to success or failure of project implementation.

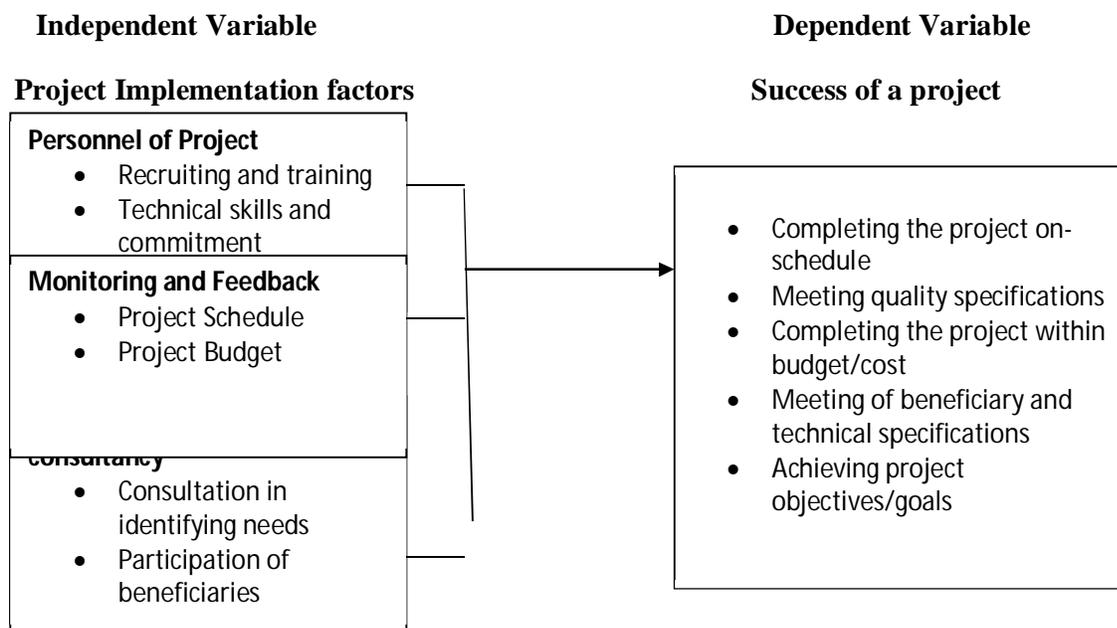


Figure 1: Conceptual framework

### 3.0 Research design

The research used a descriptive case study design, with both quantitative and qualitative approaches of data collection and analysis. A qualitative research approach was selected because it involved direct experience during field work which enabled understanding and interpretation of the setting in the field as well as the individuals, which facilitated the researcher to make an in-depth analysis of the problem under study (Amin, 2005). The approach also enabled the researcher to describe units of inquiry in details, investigate the relationship between the study variables and thus be able to generalize the findings to other similar phenomena (Sekaran, 2003). The third reason to why the approach was preferred was because a number of methods of data collection could be used (Yin, 2003), which facilitated the research to use more than one method of data collection. That is a self- administered questionnaire and interviews.

#### 3.1 Target population.

The study population was made up of church leaders, project beneficiaries and project employees of the Church and Community Mobilization project. The population that was considered for the study was 28 respondents.

#### 3.2 Sample size sample frame

The study used purposive sampling for the three key informants (One CCM Project country director, one Monitoring and Evaluation CCM Project officer and one Bugesera district CCM Project coordinator) for the research. Census sampling method was used to select the 25 church leaders and project beneficiaries who took part in giving responses to the research questions, since the whole population was considered for the study (Saunders, Lewis and Thorn hill; 2009) .

**Table 3.1 Showing the study population and sample size**

Target population Category	Population size	Sampling Technique
Country CCM Project Coordinator	1	Purposive
Bugesera District CCM Project coordinator	1	Purposive
Monitoring and Evaluation CCM Project officer	1	Purposive
Bugesera district Church leaders of CCM project beneficiaries	25	Census sampling

## 4.0 RESEARCH FINDINGS AND DISCUSSIONS

### 4.1 Findings on Personnel of Project and Project Success

Respondents were asked about the influence of CCM project Personnel on the success of the project. A scale of 1-5 was used, where; 1-strongly disagree; 2- disagree; 3- neutral; 4- agree; 5- strongly agree.

**Table 4.1 Findings on Personnel of Project and Project Success**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Skills and experience is a requirement for the selection of church leaders who will monitor and give feedback of CCM project activities implemented by beneficiaries	2%	14%	18%	53%	13%
Skill and experience as a requirement for selection of church Leaders who monitor implementation of CCM Project Activities influenced success of the project	3%	9%	28%	56%	4%
Trainings given by CCM project to church leaders influenced success of the project		4%	17%	68%	11%
Church Leaders running CCM project have the technical skills needed to influence beneficiaries for successful implementation of project activities	18%	46%	22%	8%	6%
Church Leaders are committed to the successful implementation of the project and are able to influence beneficiaries towards successful implementation of CCM Project activities	6%	14%	18%	58%	4%
Church leaders are knowledgeable and understand the mission, goal and objectives of the CCM project and this contributes to influencing the success of the project		11%	24%	55%	10%
Church leaders are able to pass on knowledge acquired from CCM Project training to beneficiaries to influence successful implementation of the project	19%	36%	14%	23%	8%
Church leaders get sufficient support from CCM project management staff which contributes to influencing successful implementation of project activities		11%	18%	56%	15%
Church leaders hold themselves accountable to working towards successful implementation of the CCM project	12%	27%	21%	38%	2%

**Source: Researcher**

**Table 4.2 Project personnel and project success frequencies, mean and Standard Deviation**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std dev
Church Leaders running CCM project have the technical skills needed to influence beneficiaries for successful implementation of project activities	5	13	6	2	2	2.393	1.1
Church leaders are able to pass on knowledge acquired from CCM Project training to beneficiaries to influence successful implementation of the project	5	10	4	6	3	2.714	1.301
Church leaders hold themselves accountable to working towards successful implementation of the CCM project	3	8	6	11		2.893	1.066
Church Leaders are committed to the successful implementation of the project and are able to influence beneficiaries towards successful implementation of CCM Project activities	2	4	5	16	1	3.357	1.026
Skill and experience as a requirement for selection of church Leaders who monitor implementation of CCM Project Activities influenced success of the project	1	2	8	16	1	3.5	0.839
Church leaders are knowledgeable and understand the mission, goal and objectives of the CCM project and this contributes to influencing the success of the project		3	7	15	3	3.643	0.826
Skills and experience is a requirement for the selection of church leaders who will monitor and give feedback of CCM project activities implemented by beneficiaries		4	5	15	4	3.679	0.905
Church leaders get sufficient support from CCM project management staff which contributes to influencing successful implementation of project activities		3	5	16	4	3.75	0.844
Trainings given by CCM project to church leaders influenced success of the project		1	5	19	3	3.857	0.651

On whether skills and experience were a requirement for the selection of church leaders who monitored and gave feedback of CCM project activities implemented by beneficiaries, majority (66%=53%+13%) of the respondents agreed with 18% remaining neutral. In addition, majority (60%) of the respondents agreed that skills and experience was a requirement for selection of church leaders who monitored implementation of CCM Project activities and that it influenced the success of the project. Majority (79%) of respondents agreed that trainings given by CCM project to church leaders influenced successful implementation of project activities. However, majority (64%) of the respondents disagreed that Church Leaders running CCM project had the technical skills needed influence beneficiaries for successful implementation of project activities. Further, majority (62%) of the respondents agreed that Church Leaders were committed to the successful implementation of the project and were able to influence beneficiaries towards successful implementation of CCM Project activities. In addition, majority (65%) of the respondents agreed that Church leaders were knowledgeable and understood the mission, goal and objectives of the CCM project and this influenced successful implementation of project activities. However, majority (57%) of the respondents disagreed that Church leaders were able to pass on knowledge acquired from CCM Project training to beneficiaries to influence successful implementation of the project. Majority (71%) agreed that Church leaders got sufficient support from CCM project management staff which influenced successful implementation of project activities. Most (40%) of the respondents agreed that Church leaders held themselves accountable to working towards successful implementation of the CCM project while 39% disagreed.

The results showed that Trainings given by CCM project to church leaders influenced success of the project to the greatest extent with the highest mean of 3.857 and technical skills among church leaders had the least influence to project success with a mean of 2.393

From the results, it was clear that skills and experience, training, management support were important qualities for project personnel to help in monitoring and giving feedback about project activities. However, from the findings, church leaders lacked skills and experience as well as technical skills to help them monitor and report feedback about the project. This was explained in an interview with the Country project coordinator, who added that the time for training the church leaders was not sufficient and this caused them not to be properly grounded with the skills and technique that was needed for implementation of the project. These findings agree with various past studies such as that of Yalegama, Chileshe and Ma (2016) and Kibebe and Mwirigi (2014) who found out that once the wrong staff (Staff without the needed project skills and experience) was hired, this made a large contribution to project failure. In addition, a study by Ofori (2013) in Ghana, findings supported that for staff to have the right skills, knowledge and experience; it may necessitate that their professional needs are identified for them to be given training to facilitate better results in the future and that the mission, goal and objectives of the project are communicated to them consistently, until they are mastered by each individual staff.

#### 4.4 Findings on Monitoring and Feedback and Project Success

Respondents were asked the extent to which they agreed to various statements on the monitoring and feedback on the project implementation. They used a scale of 1-5 where 1-strongly disagree; 2- disagree; 3- neutral; 4- agree; 5- strongly agree.

**Table 4.3 Findings on Monitoring and Feedback and Project Success**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CCM Project had a well-developed system used for monitoring project activities and obtaining feedback from beneficiaries that influenced successful implementation of the project	17%	35%	10%	29%	9%
Church leaders understood and were able to use the system of monitoring to obtain feedback from beneficiaries to influence successful implementation of the CCM project	26%	48%	13%	13%	
Monitoring and obtaining of feedback from CCM Project was done regularly and as planned and this influenced success of the project	19%	51%	18%	12%	
Regular monitoring of CCM project activities and obtaining feedback from beneficiaries influenced successful implementation of the project		8%	21%	64%	7%
The frequency of monitoring project activities and getting feedback influenced successful implementation of the project		11%	14%	63%	12%
The CCM Project has got a schedule for monitoring activities and obtaining feedback from beneficiaries which influenced successful implementation of the project	16%	28%	16%	31%	9%
Having a schedule for monitoring CCM project activities and obtaining feedback influenced successful implementation of the project		16%	8%	54%	22%
Obtaining timely feedback from beneficiaries by church leaders influenced successful implementation of CCM Project		8%	13%	63%	16%
Beneficiaries getting timely feedback from church leaders influenced successful implementation of CCM project		12%	14%	60%	14%

Source: Researcher

**Table 4.5 Monitoring and Feedback and Project Success frequencies, mean and Standard Deviation**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std dev
Church leaders understood and were able to use the system of monitoring to obtain feedback from beneficiaries to influence successful implementation of the CCM project	7	13	4	4		2.179	0.983
Monitoring and obtaining of feedback from CCM Project was done regularly and as planned and this influenced success of the project	5	14	5	4		2.286	0.937
CCM Project had a well developed system used for monitoring project activities and obtaining feedback from beneficiaries that influenced successful implementation of the project	5	10	3	8	2	2.714	1.272
The CCM Project has got a schedule for monitoring activities and obtaining feedback from beneficiaries which influenced successful implementation of the project	4	8	4	9	3	2.964	1.29
Regular monitoring of CCM project activities and obtaining feedback from beneficiaries influenced successful implementation of the project		2	6	18	2	3.714	0.713
The frequency of monitoring project activities and getting feedback influenced successful implementation of the project		3	4	18	3	3.75	0.799
Beneficiaries getting timely feedback from church leaders influenced successful implementation of CCM project		3	4	17	4	3.786	0.833
Obtaining timely feedback from beneficiaries by church leaders influenced successful implementation of CCM Project		2	4	18	4	3.857	0.756
Having a schedule for monitoring CCM project activities and obtaining feedback influenced successful implementation of the project		4	2	15	7	3.893	0.956

From the findings of the study, most (44%) of the respondents disagreed that the CCM Project had a well developed system used for monitoring project activities and obtaining feedback from beneficiaries that influenced successful implementation of the project with 36% agreeing. In addition, majority (74%) respondents disagreed that Church leaders understood and were able to use the system of monitoring and obtaining feedback from beneficiaries to influence successful implementation of the CCM project with only 13% agreeing. This was also supported by the response of the project monitoring and evaluation officers, who stated that, “the church leaders selected did not necessarily have the skills and experience for monitoring and evaluation and so the project trained them to acquire such skills to run the project activities. Given the limited time for training, the church leaders had several challenges in conducting monitoring and evaluation for project beneficiaries.” From the study, majority (70%) of the respondents disagreed that monitoring and obtaining of feedback from CCM Project was done regularly and as planned to influence success of the project. However, majority (71%) agreed that regular monitoring of CCM project activities and obtaining feedback from beneficiaries influenced successful implementation of the project, which also the response from the interview with the district project coordinator also affirmed. In addition, majority (75%) of the respondents agreed that frequency of monitoring project activities and getting feedback influenced successful implementation of the project. Most (44%) respondents disagreed that CCM Project had a schedule for monitoring activities and obtaining feedback from beneficiaries which influenced successful implementation of the project although 40% of the respondents agreed. In addition, majority (76%) agreed that having a schedule for monitoring CCM project activities and obtaining feedback influenced successful implementation of the project. Majority (79%) of the respondents agreed that obtaining timely feedback from beneficiaries by church leaders influenced successful implementation of CCM Project. As well, majority (74%) of respondents agreed that beneficiaries got timely feedback from church leaders which influenced successful implementation of CCM project.

From the study, having a schedule for monitoring CCM project activities and obtaining feedback influenced successful implementation of the project to a great extent with a mean of 3.893, with the statement that church leaders understood and were able to use the system of monitoring to obtain feedback from beneficiaries ranking as the lowest to influence successful implementation of the CCM project with a mean of 2.179

From the study, it was shown that monitoring of CCM project activities and obtaining feedback from beneficiaries’ influenced effective successful implementation of the project. This finding is in line with that of Yalegama, Chileshe and Ma (2016) where an interviewee stipulated that “monitoring system, management information system, community operations manually contributed to the project success. The above views were also supported in other literature (Ika et al. 2012; Nkonya et al. 2012).” Still with Yalegama, Chileshe and Ma (2016), for beneficiary communities to be able to facilitate the successful implementation of a project, they strongly recommend that, projects should not only give money to these communities to carry out development activities but should also facilitate the communities in teaching them how to make proper investments, book keeping, how projects are run successfully and monitored for desirable end results.

Although 44% of the respondents disagreed that CCM project had a schedule for monitoring activities and obtaining feedback from beneficiaries, majority agreed that monitoring schedule influenced successful implementation of the project. This finding was in line with that of Mwaikogi, (2013) whose research revealed that (33%) of the respondents agreed that project scheduling had a very high impact on effective

project implementation with (58%) respondents believing project scheduling had high influence on effective project implementation. Respondents also agreed that timely feedback from beneficiaries and church leaders influenced successful implementation of the project. Again this finding is in line with that of Mwaikogi, (2013) who said that when time is used properly, it allows management to control and measure the pace of the work and provides the participants with the information to make timely decisions, thus improve project implementation performance.

#### 4.5 Findings on Beneficiary Acceptance/ Consultation and Project Success

Respondents were asked the extent to which they agreed to various statements on beneficiary acceptance/ consultation on CCM project implementation. They used a scale of 1-5 where 1-strongly disagree; 2- disagree; 3- neutral; 4- agree; 5- strongly agree.

**Table 4.6 Findings on Beneficiary Acceptance/ Consultation and Project Success**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Beneficiaries are consulted in identifying project needs to influence successful implementation of the CCM Project	5%	23%	18%	33%	21%
Consideration of beneficiary needs by CCM project influenced successful implementation of the project		6%	9%	71%	14%
CCM Project encourages consideration of beneficiaries ideas to influence successful implementation of the project	9%	24%	25%	28%	14%
Consideration of beneficiary's ideas in improving project end results influenced successful implementation of CCM project		3%	18%	69%	10%
Beneficiaries are aware of and understand goals, mission and objectives of CCM Project and that they believe that they influence successful implementation of the project	23%	42%	14%	18%	3%
Beneficiaries are aware of and have an understanding of goal, mission and objectives of CCM project and how this influences successful implementation	17%	33%	26%	17%	7%
Beneficiaries of the CCM Project are committed to successful implementation of the project activities		6%	10%	78%	6%
commitment of beneficiaries to successful implementation of project activities influenced project success			3%	83%	14%
Beneficiaries contribute financially to activities of CCM Project activities to influence successful implementation of the project	16%	50%	34%		
Financial contribution of beneficiaries to CCM Project activities influenced successful implementation of the project	10%	11%	46%	16%	17%

**Source: Researcher**

**Table 4.7 Beneficiary Acceptance/ Consultation and Project Success frequencies, mean, Standard Deviation.**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
Beneficiaries contribute financially to activities of CCM Project activities to influence successful implementation of the project	4	14	10			2.214	0.686
Beneficiaries are aware of and understand goals, mission and objectives of CCM Project and that they believe that they influence successful implementation of the project	6	12	4	5	1	2.393	1.133
Beneficiaries are aware of and have an understanding of goal, mission and objectives of CCM project and how this influences successful implementation	5	9	7	5	2	2.643	1.193
CCM Project encourages consideration of beneficiaries ideas to influence successful implementation of the project	2	7	7	8	4	3.179	1.188
Financial contribution of beneficiaries to CCM Project activities influenced successful implementation of the project	3	3	13	4	5	3.179	1.188
Beneficiaries are consulted in identifying project needs to influence successful implementation of the CCM Project	1	6	5	9	7	3.536	1.201
Beneficiaries of the CCM Project are committed to successful implementation of the project activities		2	2	22	2	3.857	0.651
Consideration of beneficiary needs by CCM project influenced successful implementation of the project		2	2	20	4	3.929	0.716
Consideration of beneficiaries ideas in improving project end results influenced successful implementation of CCM project			5	19	4	3.964	0.576
commitment of beneficiaries to successful implementation of project activities influenced project success				23	5	4.179	0.39

From the study findings, majority (54%) agreed that Beneficiaries were consulted in identifying project needs to facilitate successful implementation of the CCM Project although 28% disagreed. In addition, majority (85%) agreed that consideration of beneficiary needs by CCM project influenced successful implementation of the project. From the study, most (42%) of the respondents agreed that CCM Project encouraged consideration of beneficiaries ideas for successful implementation of the project with 33% disagreeing and 25% being undecided. The study also established that majority (79%) of the respondents agreed that consideration of beneficiaries ideas in improving project end results influenced successful implementation of CCM the project, which was also supported by the interviews carried out by the country project coordinator, district project coordinator and the project monitoring and evaluation officer. Majority (65%) disagreed that beneficiaries were aware of and understand goals, mission and objectives of CCM Project and that they believed that they facilitated the successful implementation of the project. Half (50%) of the respondents indicated that beneficiaries were aware of and had an understanding of the goal, mission and objectives of CCM project and how this influenced successful implementation of the project with 26% remaining undecided. Majority (84%) of the respondents agreed that beneficiaries of the CCM Project were

committed to successful implementation of the project activities, with majority (97%) agreeing that commitment of beneficiaries to successful implementation of project activities influenced project success. However, majority (66%) of the respondents disagreed that beneficiaries contributed financially to activities of CCM Project activities to facilitate successful implementation of the project with 34% being undecided. Finally, most (46%) respondents were undecided that financial contribution of beneficiaries to CCM Project activities influenced successful implementation of the project, 22% disagreed and 33% agreeing.

From the results, commitment of beneficiaries to successful implementation of project activities influenced project success to the greatest extent as shown by the highest mean of 4.179, with the claim that beneficiaries contributed financially to activities of CCM Project activities ranking as the least factor to influence successful implementation of the project with a mean of 2.214.

These findings show that beneficiaries were consulted in identifying project needs to facilitate effective successful implementation of the CCM Project to a large extent, though other respondents thought otherwise. Lwakabamba, (2009) study found out that client's /customers/ beneficiaries were not consulted, for projects that were implemented in their communities. Projects were run majorly according to the conditions of donors. However the studies by Ofori agreed that consultations were done on a regular basis with clients, indicating that client consultation was very important for the success of the project; as well as that of Yalegama, Chileshe and Ma (2016) study which indicated that "all interviewees agreed that the active engagement of community during the project was a critical success factor, reasons given by the interviewees for the agreements were identified under three codes as; accurate project selection/prioritization, transparency, implementation support."

The study by Amade (2012) asserted that clients must be able to have a self-driven motivation and commitment to their financial obligation towards the project, absence of this will indicate their dissatisfaction towards the project services or products and consequently project failure; contrary to the findings of this study where majority disagreed that beneficiaries contributed financially to activities of CCM Project activities.

#### 4.6 Findings on Project Success

**Table 4.8 Project success Indicators**

	<b>Important</b>	<b>Very important</b>
Meeting quality specifications	26%	74%
Completing the project on-schedule	31%	69%
Completing the project within budget/cost	19%	81%
Meeting of user/customer and technical specifications	24%	76%
Achieving project objectives	31%	69%

Source: Researcher

On the importance of various project success critical factors, majority of the respondents agreed that all the factors were very important to the successful implementation of the CCM project. This was as follows; Meeting quality specifications (74%), completing the project on-schedule (69%), completing the project within budget/cost (81%), meeting of user/customer and technical specifications (76%) and achieving project objectives (69%).

#### 4.6 Correlation Analysis

To quantify the relationship and strength of the relationship between the variables, the study used Karl Pearson's coefficient of correlation. The Pearson product-moment correlation coefficient is a measure of the strength of a linear dependence between two variables and is denoted by  $r$ . The Pearson correlation coefficient,  $r$ , can take a range of values from +1 to -1. A value of 0 indicates that there is no linear correlation between the two variables. A value greater than 0 indicates a positive linear correlation, that is, as the value of one variable increases so does the value of the other variable. A value less than 0 indicates a negative linear correlation, that is, as the value of one variable increases the value of the other variable decreases.

**Table 4.9 Correlation and the coefficient of determination**

	Project Success
Personnel of the project	
(r)	0.894
(p) (2 tailed)	0.018
Monitoring and feedback	
(r)	0.493
(p) Sig. (2 tailed)	0.031
Beneficiary acceptance/consultation	
(r)	0.661
(p) Sig. (2 tailed)	0.024

According to the table 4.5, there was a positive relationship between project implementation and personnel of the project, monitoring and feedback, and beneficiary acceptance/consultation (0.894, 0.493 and 0.661) respectively. The positive relationship indicates that there is a correlation between project implementation factors influence on the success of church and community mobilization project in Bugesera district.

This notwithstanding, all the factors had a significant p-value ( $p < 0.05$ ) at 95% confidence level. The significance values for relationship between implementation of church and community mobilization project in Bugesera district and personnel of the project, monitoring and feedback, and beneficiary acceptance/consultation were 0.018, 0.031 and 0.024 respectively. This implies that personnel of the project were the most significant factor in influencing the project success. These findings are consistent with Yin (2014) who said that personnel were a key factor to successful implementation of a project.

**Table 4.9 Cross Tabulation of variables**

	Completing the project on-schedule	Meeting quality specifications	Completing the project within budget/cost	Meeting of beneficiary and technical specifications	Achieving project objectives/goals
Personnel of the project	58%	34%	42%	38%	59%
Monitoring and feedback	29%	39%	28%	21%	23%
Beneficiary acceptance/consultation	13%	27%	30%	41%	18%
Total	100%	100%	100%	100%	100%

Moreover, a cross tabulation was developed to determine the relationship between project implementation factors and each success criterion. From the findings, it was established that according to 58% respondents, personnel of the project affected completing the project on schedule. In addition, 39% of the respondents said that monitoring and feedback of the project influenced the project meeting quality specifications. Most (42%) respondents said that personnel of the project influenced completion of the project within the budget/cost of the project. Further, most (41%) respondents, said that beneficiary acceptance/consultation influenced the project meeting of beneficiary and technical specifications. Finally, majority (59%) of the respondents said that personnel of the project influenced the project achieving project objectives/goals. These findings show that personnel of the project were a key factor that influenced project success.

### **5.0. Conclusions**

The research sought to assess the project implementation factors' influence on success of community based projects in Rwanda. From the findings of this study, the following conclusions were arrived at;

The study established that personnel of the CCM project influenced successful implementation of the project. This could be attributed to skills, knowledge and experience of the church leaders on project activities. However, the study concludes that church leaders lacked technical skills to assist beneficiaries participate in project activities. In addition, Church leaders were unable to pass on knowledge acquired from CCM Project training to beneficiaries.

The study also concluded that monitoring and feedback had influence on successful implementation of CCM project. This could be attributed to the frequency of monitoring project activities and getting feedback on project implementation. However, the study concluded that Monitoring and obtaining of feedback from CCM Project was not done regularly and as planned. In addition, CCM Project lacked a well developed system used for monitoring project activities and obtaining feedback from beneficiaries. Further, church leaders did not understand and were unable to use the system of monitoring and obtaining feedback from beneficiaries.

The study in addition concluded that beneficiaries' consultation and acceptance influenced successful implementation of the CCM project. This could be due to beneficiaries' commitment and consideration of their needs throughout project implementation. However, majority of the beneficiaries did not contribute financially to activities of CCM Project activities

Finally the study can conclude that the CCM project was partly successful considering it was completed within the stipulated time and budget. It can also be concluded that the third goal for the CCM Project was not achieved due to the fact that the research established a relationship between project implementation factors and success of the project. To elaborate, this could have been as per the findings of the study that; Church leaders were unable to pass on knowledge acquired from CCM Project training to beneficiaries. Further, church leaders did not understand and were unable to use the system of monitoring and obtaining feedback from beneficiaries, Monitoring and obtaining of feedback from CCM Project was not done regularly and as planned and finally majority of the beneficiaries did not contribute financially to activities of CCM Project activities.

#### ***5.4 Recommendations***

There is need to provide project clients and beneficiaries with technical skills training to enhance their effective participation in community based projects implementation.

Continuous monitoring and feedback of community projects should be done comprehensively and feedback provided to both community members and the donors concerned. This will help inform them of the impact of their contribution.

In addition, there is need to conduct monitoring and obtaining of feedback regularly and as planned to inform successful implementation of projects. Monitoring and feedback systems should be established for effective monitoring.

## REFERENCES

1. Aibinu, A. A. and Jagboro, G. O. (2002) 'The effects of construction delays on project delivery in Nigerian construction industry', *International Journal of Project Management* 20 (8), pp. 593-599
2. Al-Khalil I. M. and Al-Ghafly A.M. (1999) Delay in public utility projects In Saudi Arabia, *International Journal of Project Management*. 17(2), pp 101- 106.
3. Amade Benedict, (2012), *Determinants of Successful Project Implementation in Nigeria*, International Journal of Management Sciences and Business research ISSN (2226-8235)
4. Amin, M.E. (2005): Social Science Research Conception, Methodology and Analysis. Makerere University
5. Ashley, D, Lurie, C. and Jaselskis, E. (1987). *Determinants of construction project success*. Project Management Journal 18(2), 69-79.
6. Baccarini, D. (1999). The logical framework method for defining project success. *Project Management Journal*, 30 (4), 25-32
7. Belassi, W and Tukel, O. (1996). A new framework for determining critical success/failure factors in projects. *International Journal of Project Management*, 14 (3), 141-151
8. Chohen Lousis, Manion Lawrence and Marrison Keith, (2007), *Research Methods in Education* (6<sup>th</sup> Edition), British Library, UK
9. Cooke-Davies, T. (2002). The "real" success factors on projects. *International Journal of Project Management*, 20 (3), 185-190
10. Creswell John. W, (2012) *Educational Research: Planning, Conducting and Evaluating Quantitative and Qualitative Research* (4<sup>th</sup> Edition) Pearson, USA
11. Fugar, F.D.K. and Agyakwah-Baah, A.B. (2010) 'Delays in building construction projects in Ghana,' *Australasian Journal of Construction Economics and Building*, 10 (1/2) pp. 103-116
12. Gloria Lwakabamba, (2009), *Poor Customer Service and Its Impact on the Rwandan Economy*, Institute of Policy Analysis and Research – Rwanda (IPAR)
13. Harold Kerzner Harold, (2001), *Strategic planning for project management using a project management maturity model*, Canada, Toronto, John Wiley & Sons, Inc.
14. Kaliba, C., Muya, M., Mumba, K., (2009), 'Cost escalation and schedule delays in road construction projects in Zambia', *International Journal of Project Management* 27 (2009) 522-531
15. Katembo D.K & Trump, D.L.A (2009), *Proposal and thesis writing. An Introduction* 7<sup>th</sup> edition. Pon lines Publication Africa.
16. Kibebe Leonard.W., Mwirigi Pricillah. W, (2014), *International Journal of Science and Research (IJSR)*, Volume 3 Issue 1, January 2014
17. Kuen CHAN Wai, (2007) *Factors Influencing the Success of Project Management Manufacturing Companies in Malaysia Developing Country Perspective*, *International Journal of Business and Management*; Vol. 8, No. 21; 2013,
18. Lai, L. (1997). A synergistic approach to project management in information systems development. *International Journal of Project Management* 15, 173-179.
19. Mansuri, G and Rao, V. 2004. Community-Based and –Driven Development: A Critical Review. *The World Bank Researcher Observer*. 19 (1). The international Bank for Reconstruction and Development/ World Bank.
20. Ministry of Finance and Economic Planning, (2000), *Rwanda Vision 2020*
21. Monis, P. W. G. (1983) "*Managing Project Interfaces-Key Points for Project Success*," in *Project Management Handbook*, ed. Cleland, D. I. and King, W. R. (Van Nostrand Reinhold. New York, 3-36.
22. Morris, P., Patel, M. and Wearne, S. (2000). Research into revising the APM project management body of knowledge. *International Journal of Project Management* 18, 155-164
23. Mugenda and Mugenda (1999). *Analysis of project implementation in Kenya's Commercial banks*. Unpublished MBA Project. University of Nairobi

24. Nelson, R. (2005). Project retrospectives: evaluating project success, failure, and everything in between. *MIS Quarterly Executive*, 4 (3), 361-372.
25. Niekerk S.I. van, Steyn. H., (2011), Defining 'Project Success' For a Complex Project; the Case of a Nuclear Engineering Development. *South African Journal of Industrial Engineering* May 2011 Vol 22(1): 123-136
26. NISR, (2014), Ministry of Finance and Economic Planning, 2012, Rwanda Fourth Population and Housing Census
27. Ofori Daniel. F., (2013), Project Management Practices and Critical Success Factors–A Canadian Center of Science and Education
28. Ogunlana, S.O., Promkuntong, K., and Jearkijrm, V. (1996) 'Construction delays in a fast-growing economy; comparing Thailand with other economies.' *International Journal of Project Management*, 14(1), pp. 37-45
29. Pinto, J.K. and Slevin, D.P. (1988), "Project Success: Definitions and Measurement Techniques", *Project Management Journal*, 19(1), pp. 67-72
30. PMBOK (2008), PMBOK (4th Edition, 2008), A Guide to Project management body of knowledge.
31. PMI. (2000). A Guide to the Project Management Body of Knowledge: Second Edition (PMBOK® Guide), PA, USA, Project Management Institute.
32. PMI. (2004). A Guide to the Project Management Body of Knowledge: Third Edition (PMBOK® Guide), PA, USA, Project Management Institute.
33. Posner, B. (1987). What it takes to be a good project manager. *Project Management Journal* 18(1), 51-54.
34. Sambasivan, M., Soon, Y.W., (2007) 'Causes and effects of delays in Malaysian construction industry', *International Journal of Project Management* 25 (5), pp. 517-526.
35. Saunders. M, Lewis. P, & Thornhill .A (2009) *Research Methods for Business Students* 5<sup>th</sup> Edition
36. Sekaran, U (2003), *Research Methods for Building Approach*. John Wiley and Sons, inc.605.
37. Stretton, A. (2000). An investigation of connections between Organizational Change and Project Management. IRNOP IV Conference, Crawford, L. and Clarke, C., (eds.), Sydney, Australia
38. Sumner, M. (1999), "Critical success factors in enterprise wide information management systems projects", *Proceedings of the Americas Conference on Information Systems (AMCIS)*
39. Sweis, G., Sweis, R., Abu Hammad, A., and Shboul, A., (2008), 'Delays in construction projects: The case of Jordan', *International Journal of Project Management*, 26 (6), pp. 665-674.
40. Thomas, G. and Fernandez, W. (2008). Success in IT projects: a matter of definition? *International Journal of Project Management*, 26 (7), 733-742
41. Versailles Bruno, (2012), Country Learning Notes, Rwanda: performance contracts (Imihigo)
42. White, D. and Fortune, J. (2002). "Current practice in project management-an empirical study", *International Journal of Project Management*, Vol. 20 No. 1, pp.1-11.
43. Yalgama Sugath, Chileshe Nicholas, Ma Tony, (2016), Critical success factors for community-driven development projects: A Sri Lankan community perspective, *International Journal of Project Management* 34 (2016) 643–659
44. Yin Jian and Jing Luo, (2014), An Empirical Study of the Importance and Uniqueness of Stakeholder Management in China, *Open Journal of Business and Management*, 2014, 2, 298-304, Scientific Research Publishing Inc.
45. Zaem. A.S (2014) Understanding the project management Triple Constraint, *International Journal of project management* (20) (2014)