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Abstract

This study examined how project management capabilities influence project performance in the construction sector. The study was motivated by persistent challenges of project delays and cost overruns in Rwanda despite the application of project management practices. The specific objectives were to assess the influence of stakeholder involvement, project planning, risk management, and monitoring and evaluation on performance of project by Fair Construction Ltd. A descriptive and explanatory research design was adopted. The target population comprised 34 employees, including project managers, coordinators, and project officers. Primary data were collected using structured questionnaires, with ethical principles of voluntary participation, confidentiality, and anonymity strictly observed. The findings indicated that stakeholder involvement had a strong positive effect on project performance through enhanced ownership and collaboration. Effective project planning significantly improved resource utilization and scheduling, while risk management showed moderate influence due to skill and management gaps. Monitoring and evaluation positively contributed to project performance, though further strengthening of M&E systems is required.

Keywords: *Project Management Capabilities, Project Performance, Fair Construction Limited*

1.1. Introduction

1.1 Background

Globally, project performance is a central concept used to assess how effectively projects achieve their intended objectives. It serves as a critical tool for evaluating outcomes, improving project activities, and enhancing accountability (Anantatmula, 2015). Despite its usefulness, project performance remains a contested concept, as it is interpreted differently by various stakeholders and measured using diverse approaches across sectors and contexts. Generally, project performance reflects the extent to which organizations attain predefined goals, influenced by factors such as leadership, talent management, project design, performance measurement systems, technological deployment, and change management practices (Hansen & Van der Stede, 2022).

In developed economies such as the United States, project performance is commonly assessed through financial indicators, including profitability, efficiency, and the minimization of employee-related challenges such as absenteeism and turnover (Mulani &

Yang, 2021). To accommodate diverse organizational objectives, multiple performance models have been developed to provide flexibility across sectors (Shilpa & Rakesh, 2023). In contrast, nonprofit organizations in countries like South Korea frequently apply logic models to evaluate project performance by linking inputs, activities, outputs, and outcomes, particularly in social and health-related programs (Bisbal, 2022).

In developing contexts, project performance is often constrained by systemic and institutional challenges. In South Africa, performance focuses on producing outputs that meet market demand, though project uniqueness complicates standard measurement approaches (Yuliansyah, 2023). In Kenya, project performance is frequently undermined by limited technical capacity, weak financial oversight systems, and political interference, leading to inefficiencies and resource wastage (Khan & Siddiqui, 2022).

In Rwanda, project performance and budget management are integral to national development efforts. The government has implemented robust governance frameworks, strategic plans such as Vision 2050 and EDPRS, and transparency initiatives like the Open Government Partnership to enhance accountability and effective resource utilization (Gashugi, 2022; GoR, 2023). As projects increasingly operate in dynamic environments, effective project management encompassing planning, execution, monitoring, evaluation, and stakeholder engagement remains essential for achieving desired outcomes within time, cost, and quality constraints (Aarseth *et al.*, 2023; Cao & Hoffman, 2022).

1.2 Problem Statement

In Rwanda, approximately 70% of construction projects experience performance challenges, including delays and cost overruns, despite the widespread introduction of formal project management practices (Mutoni, 2023). These challenges undermine the achievement of key project success indicators such as timely completion, adherence to budgets, quality standards, and fulfillment of project objectives. Although construction managers are responsible for planning, coordinating, budgeting, and supervising projects from inception to completion, project outcomes remain inconsistent across the sector. This situation suggests that the mere adoption of project management methodologies is insufficient to guarantee improved performance. A critical research gap exists regarding how project management capabilities particularly skills, competencies, and contextual adaptability affect project performance within Rwanda's unique socio-economic, institutional, and cultural environment. Moreover, limited empirical evidence examines the influence of governance structures, stakeholder dynamics, and technological advancements on construction project performance. Addressing this gap is essential to inform policy and practice aimed at improving project delivery effectiveness in Rwanda.

1.3 Objectives of the study

1.3.1. General Objective

To investigate the effect of project management capabilities on the performance by project by Fair Construction in Rwanda

1.3.2. Specific Objectives

- (i) To determine the influence of stakeholders' involvement on performance of project by Fair Construction in Rwanda.
- (ii) To establish the influence of project planning on performance of project by Fair Construction in Rwanda.
- (iii) To assess the influence of risk management on performance of project by Fair Construction in Rwanda.

(iv) To examine the influence of monitoring and evaluation on performance of project by Fair Construction in Rwanda.

2. Literature Review

2.1 Empirical Review of Literature

This section presents a review of empirical studies related to the four specific objectives of the study, namely stakeholder involvement, project planning, risk management, and monitoring and evaluation, and their influence on project performance.

2.1.1 Stakeholder Involvement and Project Performance

Stakeholder involvement is widely recognized as a critical determinant of project performance (Freeman *et al.*, 2011). From a stakeholder theory perspective, project success is enhanced when all relevant actors are actively engaged throughout the project lifecycle. Aduma and Kimutai (2023) found that stakeholder empowerment, effective communication, and grievance management significantly improved infrastructure project implementation in Kenya. Their findings indicate that inclusive engagement processes enhance coordination and reduce conflicts during implementation.

Similarly, Abdi (2024) established that Water, Sanitation, and Hygiene (WASH) projects in Rwanda achieved better outcomes when stakeholders were actively engaged, leading to increased ownership, accountability, and sustainability of project outputs. In the same context, the Amahoro Stadium construction project demonstrated that the involvement of multiple stakeholders, including government institutions, contractors, and local communities, contributed to reduced project delays and improved performance outcomes. These studies collectively highlight that stakeholder engagement is essential in ensuring transparency, collaboration, and alignment of project objectives with stakeholder expectations in construction projects such as those undertaken by Fair Construction Limited.

2.1.2 Project Planning and Project Performance

Project planning is a fundamental management function that significantly influences project cost, time, and quality performance. Karlsson (2022), in a study conducted in Sweden, examined financial planning and its effect on project performance using a descriptive survey design. The study revealed that factors such as education, organizational culture, and financial capacity influenced planning effectiveness, while limited decision-making authority among middle managers constrained optimal resource utilization.

The Project Management Body of Knowledge (PMBOK, 2023) emphasizes that effective cost planning, including budgeting and estimation, is critical for ensuring projects are completed within approved financial limits. However, the study did not establish the strength of the relationship between cost planning and performance, indicating a methodological gap. Similarly, Kress (2022) found that effective material planning in construction firms in London contributed to timely project delivery, cost efficiency, and improved quality outcomes, although external disruptions such as supply chain challenges were not fully considered.

Garry *et al.* (2023) examined project goal-setting and found that while realistic targets enhance performance, overly ambitious goals may negatively affect project success. In addition, Maduenyi *et al.* (2022) established that well-structured project planning improves organizational coordination and accountability. Despite these contributions, most studies examine planning components in isolation, with limited integration of planning dimensions within construction firms in developing countries, including Rwanda.

2.1.3 Risk Management and Project Performance

Risk management practices are essential in mitigating uncertainties that affect project performance. Nsiah and Bonnah (2023) examined risk management in Ghana's banking sector and found that risk transfer mechanisms such as insurance and contractual agreements positively influenced organizational performance. Similarly, Aduma and Kimutai (2022) established that outsourcing and insurance strategies significantly improved performance in Kenya's National Hospital Insurance Fund projects.

Njuguna (2022) investigated risk prevention strategies in supply chain firms and found that contingency planning, alternative approaches, and structured risk mitigation measures enhanced organizational performance. In Rwanda, Aimable (2023) assessed risk management strategies in construction projects and found that safety systems, inspections, and detailed operational plans significantly improved project performance outcomes.

However, despite these findings, most existing studies tend to focus on individual risk management strategies such as prevention or transfer, with limited empirical evidence on integrated risk management frameworks within private construction firms. This gap highlights the need for further investigation into comprehensive risk management approaches within organizations such as Fair Construction Limited.

2.1.4 Monitoring and Evaluation and Project Performance

Monitoring and evaluation (M&E) play a crucial role in tracking project progress, ensuring accountability, and improving performance outcomes. Zubair *et al.* (2022) examined digital monitoring systems in construction projects and found that computerized tools improved accuracy, transparency, and real-time tracking of project activities. Similarly, Tache (2023) developed an integrated M&E framework for sustainable investment organizations and emphasized the interdependence of monitoring and evaluation in ensuring effective project implementation.

In Sub-Saharan Africa, Paulinus and Iyenemi (2022) found that weak M&E systems contributed to poor sustainability of rural water projects in Nigeria and Ghana. In contrast, Kimweli (2022) established that participatory M&E significantly improved the success and sustainability of donor-funded projects in Kenya. Ochieng *et al.* (2022) and Andove and Mike (2022) also found that effective M&E systems enhance timely project completion and budget compliance, although community participation in M&E processes remains limited.

Overall, empirical evidence consistently shows that M&E positively influences project performance. However, there is still limited research on how M&E systems are applied in private construction firms in Rwanda, particularly regarding the integration of stakeholder feedback into decision-making processes. This gap justifies the need for further investigation within Fair Construction Limited.

2.2 Theoretical Review

This study was anchored on four theories: Stakeholder Theory, Prospect Theory, Contingency Theory, and Realistic Evaluation Theory. These theories collectively explain how stakeholder involvement, risk management, project planning, and monitoring and evaluation influence project performance.

2.2.1 Stakeholder Theory

Stakeholder Theory, developed by Freeman (1984) and expanded by Freeman, Wicks, and Parmar (2011), argues that organizations should create value for all stakeholders, not only shareholders. Stakeholders include clients, employees, suppliers, communities, and regulators

who influence or are affected by projects. The theory is most relevant to this study because it explains the human and relational factors that shape project success, unlike efficiency-based theories such as Transaction Cost Theory. It emphasizes that effective stakeholder engagement improves transparency, trust, and accountability in projects. Evidence from Rwanda, such as the Amahoro Stadium project, shows that stakeholder involvement improves coordination, reduces delays, and enhances project performance.

2.2.2 Prospect Theory

Prospect Theory, developed by Tversky and Kahneman (1979), explains decision-making under conditions of risk and uncertainty. The theory suggests that individuals evaluate potential gains and losses relative to a reference point rather than absolute outcomes. In project environments, managers often face uncertain conditions related to cost overruns, delays, and technical challenges. Prospect Theory helps explain how project managers perceive and respond to risks, influencing their willingness to adopt risk mitigation strategies. The theory underpins the risk management variable in this study by explaining how perceptions of risk affect decision-making and, ultimately, performance of project by Fair Construction Limited.

2.2.3 Contingency Theory

Contingency Theory, introduced by Fiedler (1964), asserts that there is no single best way to manage organizations or projects; instead, effective management depends on contextual factors such as organizational structure, environment, and project complexity (Otley, 2016). The theory emphasizes aligning management practices with situational demands. In construction projects, planning, control, and coordination mechanisms must adapt to changing project conditions. This theory supports the project planning variable by explaining how flexible planning approaches enhance performance of project by Fair Construction Limited.

2.2.4 Realistic Evaluation Theory

Realistic Evaluation Theory, proposed by Pawson and Tilley (2004), focuses on understanding “what works, for whom, and under what circumstances.” It emphasizes the interaction between context, mechanisms, and outcomes. This theory is particularly relevant to monitoring and evaluation, as it explains how project results are generated through specific interventions within given contexts. The theory guided the study in assessing how monitoring and evaluation practices influence performance of project by Fair Construction Limited by improving learning, accountability, and adaptive decision-making.

2.3 Research Gap Identification

Several scholars have examined project management practices across different contexts. For instance, Aduma and Kimutai (2023) analyzed the relationship between infrastructure project implementation and stakeholder involvement at the Kenya Ports Authority. Njuguna (2022) investigated the influence of risk prevention on performance and success of supply chain integration in Nigeria, while Paulinus and Iyenemi (2022) focused on the role of monitoring and evaluation in rural water supply organizations and sustainable development in Nigeria and Ghana. Although these studies provide valuable insights, they are largely context-specific and conducted outside Rwanda. With the exception of Aimable (2023), who examined the effects of risk management strategies on construction project performance in Rwanda, limited empirical research integrates multiple project management capabilities such as stakeholder involvement, project planning, risk management, and monitoring and evaluation within a single study. This gap necessitated an in-depth investigation of project by Fair Construction Limited to generate context-specific evidence relevant to Rwanda’s construction sector.

2.4 Conceptual Framework

The study adopts a conceptual framework that examines the relationship between project management capabilities such as stakeholder involvement, project planning, risk management, and monitoring and evaluation and project performance. The framework illustrates how these capabilities collectively influence efficiency, cost control, quality, and timely completion of construction projects in Rwanda.

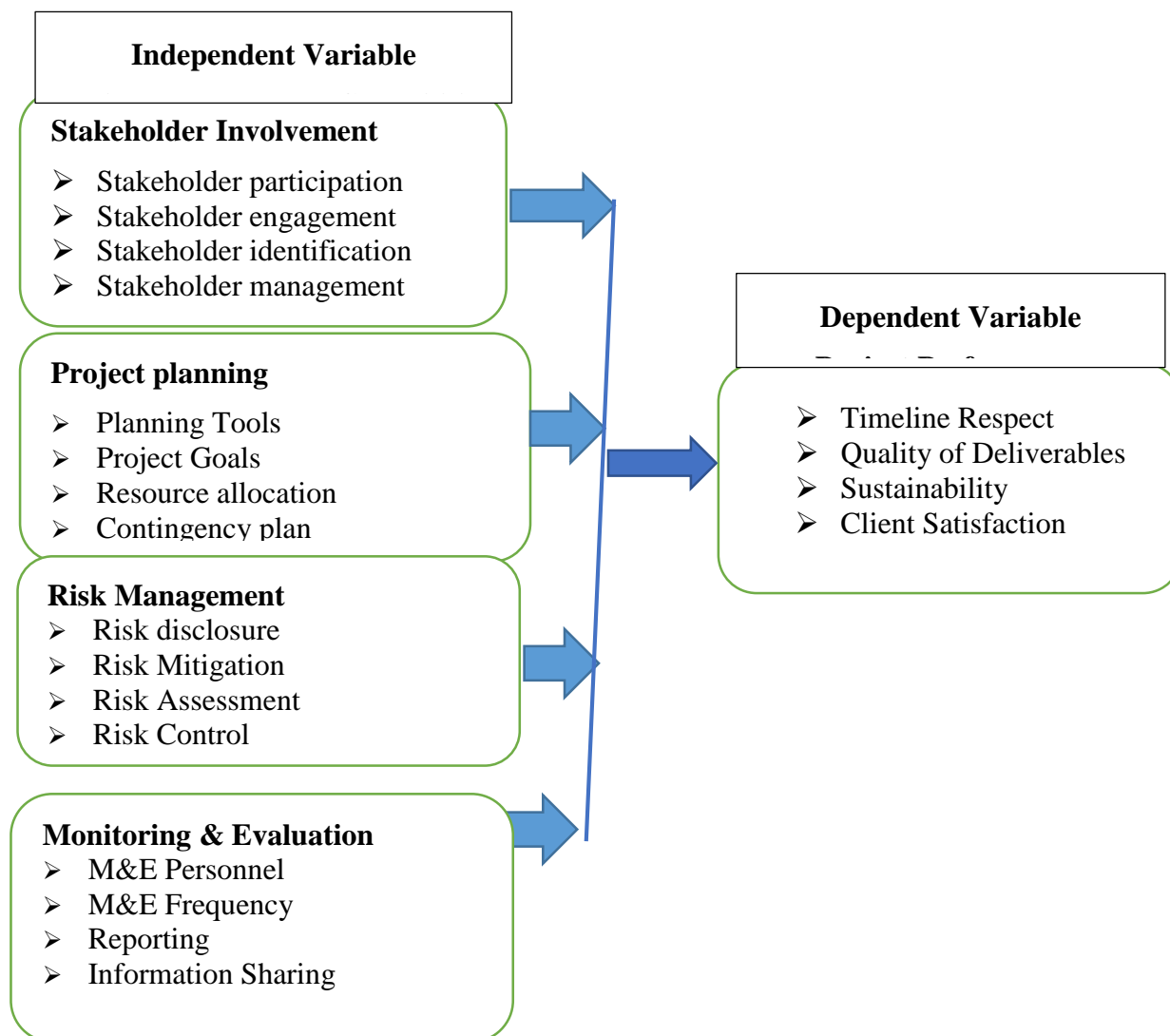


Figure 1 Conceptual frameworks

Source: Author (2026)

3. Research Methodology

3.1 Research Design

The study employed a descriptive and explanatory research design. Descriptive research design was appropriate as it enabled the researcher to describe the characteristics of respondents and establish the current status of project management capabilities and performance of project by Fair Construction Ltd. According to Kothari (2022), descriptive design is suitable for portraying attributes of specific groups and estimating the prevalence of certain characteristics.

Explanatory research design was also adopted to establish causal relationships between project management capabilities and project performance. Creswell and Creswell (2023) note that explanatory design is effective in explaining relationships among variables, making it suitable for this study.

3.2 Target Population and Sampling

A population refers to the entire group of individuals or elements that share common characteristics relevant to a study (Best & Kahn, 2022). The target population for this study comprised all 34 employees of Fair Construction Ltd, including project managers, project coordinators, and project officers. These respondents were considered appropriate because they are directly involved in project planning, execution, monitoring, and evaluation processes and therefore possess relevant information on project performance.

Sample size determination involves selecting a sufficient number of respondents to allow reliable inferences about the population (Best & Kahn, 2022). Given that the population size was small and manageable, the study adopted a census approach. All 34 employees of Fair Construction Ltd were included in the study to ensure comprehensive data coverage and avoid sampling bias. The study used a universal sampling technique. This approach was appropriate because the population was small and all respondents possessed relevant knowledge required for the study. Universal sampling ensured that every eligible respondent participated, thereby increasing the reliability and representativeness of the findings.

3.3 Data Collection Methods and Instruments

The study utilized both primary and secondary data collection methods. Primary data were collected using structured questionnaires administered to respondents. Questionnaires enabled the researcher to focus on relevant variables and collect standardized data efficiently. Both closed-ended and a few open-ended questions were included to capture quantitative data and allow respondents to provide additional insights. Secondary data were obtained from books, journals, company reports, and published studies relevant to project management and performance.

The primary data collection instrument was a questionnaire administered by trained research assistants. The questionnaire was divided into two sections. Section A captured demographic information of respondents, while Section B contained items related to project management capabilities such as stakeholder involvement, project planning, risk management, and monitoring and evaluation as well as project performance indicators.

Prior to data collection, permission was obtained from Fair Construction Ltd and ethical clearance was secured from Mount Kigali University. The researcher briefed respondents on the purpose of the study and assured them of confidentiality. Questionnaires were distributed and collected within an agreed timeframe to ensure a high response rate. Reliability refers to the consistency of an instrument in producing stable results over time (Kothari, 2022). In this study, reliability of the questionnaire was tested using Cronbach's Alpha coefficient. A reliability coefficient of 0.7 and above was considered acceptable, indicating internal consistency of the instrument. Validity refers to the extent to which an instrument measures what it is intended to measure. Content validity was ensured by aligning questionnaire items with study objectives and variables. The research supervisor reviewed the instrument to ensure clarity, relevance, and adequacy of coverage, thereby enhancing validity (Creswell & Creswell, 2023).

3.4 Data Analysis Procedure

Data were analyzed using descriptive and inferential statistics with the aid of statistical software. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to summarize data. Multiple linear regression analysis was employed to examine the influence of independent variables on project performance. A t-test was used to test the significance of each independent variable. The regression model was specified as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon,$$

where Y represents project performance, X₁ stakeholder involvement, X₂ project planning, X₃ risk management, X₄ monitoring and evaluation, α is the constant, β represents regression coefficients, and ε is the error term.

3.5 Ethical Considerations

The study adhered to ethical standards governing research in Rwanda and Mount Kigali University. Ethical principles observed included informed consent, confidentiality, anonymity, voluntary participation, and professionalism. Participants were informed about the purpose of the study and their right to withdraw at any time. Data were handled confidentially and stored securely in compliance with Rwanda’s Data Protection Law (Law No. 058/2021). Academic integrity was upheld through plagiarism screening using Turnitin, with a similarity index not exceeding 15%.

4 Data Results and Discussion of Findings

This part presents the findings of the study.

4.1 Data Results

4.1.1 Demographic Information

This section presents the identification information of sampled employees of Fair Construction Ltd. Data displayed are gender, age and academic qualification. These data helped the researcher to know the characteristics of study participants and ensure that information collected was reliable and accurate for the purpose of the study.

Table 4.1 Demographic Information

		Count	Table N %
Experience	Less than 1 year	8	23.5%
	1-5 years	14	41.2%
	6-10 years	6	17.6%
	over 10 years	6	17.6%
	Total	34	100.0%
Education	Certificate	0	0.0%
	Diploma	0	0.0%
	Graduate	25	73.5%
	Masters	9	26.5%
	PhD	0	0.0%
	Total	34	100.0%

Source: Study Data (2026)

Table 4.1 shows that most employees at Fair Construction Ltd have 1–5 years of experience (41.2%), indicating a relatively young workforce building industry-specific expertise.

Employees with less than one year, 6–10 years, and over 10 years of experience each account for 17.6%, reflecting a balance between fresh and experienced staff. Regarding education, 73.5% are bachelor’s degree holders and 26.5% hold master’s degrees, with no certificates, diplomas, or PhDs reported. This indicates a highly educated workforce, mainly in professional and managerial roles, positioning the company for effective project execution, innovation, and quality service delivery.

4.1.2 Stakeholder’s Involvement and Project performance

The following table reveals the perceptions of respondents on stakeholder’s involvement and project performance and the results are presented below;

Table 4.2 Stakeholder’s Involvement and Project performance

Statements	Mean	Comment	Sd	Comment
Stakeholder involvement help in creating buy-in and ownership of the project	4.18	Strong	.86	Heterogeneous
We do brainstorm on project ideas with stakeholders	4.03	Strong	.93	Heterogeneous
We regularly share information with stakeholders	4.15	Strong	.89	Heterogeneous
Stakeholders are fully involved in the management cycle	4.21	Strong	.97	Heterogeneous
Overall Mean	4.14	Strong	.91	Heterogeneous

Source: Study Data (2026)

Table 4.2 shows that respondents strongly agree with statements on stakeholder involvement and its contribution to project performance, with an overall mean of 4.14 and SD of 0.91, indicating moderate variability in perceptions. The highest-rated item, “We regularly share information with stakeholders” (M = 4.15, SD = 0.89), reflects well-established information-sharing practices that promote transparency and trust. Statements on creating project buy-in and ownership, and full involvement in the management cycle, both scored 4.18, highlighting that active stakeholder engagement enhances accountability, responsibility, and support for project objectives. The item “We do brainstorm on project ideas with stakeholders” (M = 4.03, SD = 0.93) underscores participatory planning and early-stage collaboration, fostering innovation and alignment with stakeholder needs. Overall, the findings indicate that Fair Construction Ltd prioritizes participatory project management, with stakeholder engagement through information sharing, brainstorming, and inclusive practices positively influencing communication, shared decision-making, ownership, and long-term commitment, thereby improving project performance.

4.1.3 Project Planning and Project performance

The following table reveals the perceptions of respondents on project planning and Project performance and the results are presented below;

Table 4.3 Project Planning and Project Performance

Statements	Mean	Comment	Sd	Comment
Project planning and designing leads to effectiveness	4.65	Strong	.77	Heterogeneous
Lack of financial backing affects project planning	4.41	Strong	.78	Heterogeneous
Resources and time of completion of the project influences project planning	4.47	Strong	.86	Heterogeneous
Project cost, location, availability of time is essential in planning process	4.12	Strong	1.14	Heterogeneous
Deployment of resources is essential during project planning process	4.12	Tend to Strong	1.22	Heterogeneous
Overall Mean	4.35	Strong	.95	Heterogeneous

Source: Study Data (2026)

Table 4.3 presents respondents’ perceptions of the influence of project planning on performance, with an overall mean of 4.35 and SD of 0.95, indicating strong agreement and some variability. The highest-rated item, “Project planning and designing leads to effectiveness” (M = 4.65, SD = 0.77), underscores the importance of structured planning in achieving efficiency and successful implementation. “Resources and time of completion influence project planning” (M = 4.47, SD = 0.86) highlights the critical role of scheduling and resource allocation in timely project delivery. Financial considerations are also key, as “Lack of financial backing affects project planning” scored 4.41 (SD = 0.78), emphasizing the link between funding and planning quality. Other factors, such as project cost, location, and resource deployment, scored slightly lower but still show strong agreement. Overall, these findings indicate that Fair Construction Ltd prioritizes comprehensive project planning, integrating design, budgeting, resource management, and scheduling to enhance efficiency, reduce risks, and ensure timely, high-quality project outcomes.

4.1.4 Risk Management and Project Performance

The following table reveals the perceptions of respondents on risk management and Project performance and the results are presented below;

Table 4.4 Risk Management and Project Performance

Statements	Mean	Comment	Sd	Comment
Project management tools and techniques contributes significantly to project implementation success.	4.15	Strong	1.28	Heterogeneous
Inadequate frameworks for risk management structures for mitigation of risks have led to failure in implementation of projects	4.06	Strong	1.61	Heterogeneous
Adoption of project management approach assists in eliminating the wastage of time as well as efforts which have been directed to tasks that are irrelevant .	3.97	Tend to Strong	.83	Heterogeneous
Lack of project risk management skills has contributed to delay and failure of projects	4.53	Strong	.99	Heterogeneous
Risk management area has received considerable attention by management during project implementation	2.74	Tend to weak	.75	Heterogeneous
Overall Mean	3.89	Tend to Strong	1.09	Heterogeneous

Source: Study Data (2026)

Table 4.4 presents respondents’ perceptions of the influence of risk management on project performance. The overall mean score of 3.89 (SD = 1.09) indicates strong agreement that effective risk management enhances project outcomes, though responses show notable variability, reflecting heterogeneous experiences across projects. The statement “Lack of project risk management skills has contributed to delay and failure of projects” scored the highest (M = 4.53, SD = 0.99), highlighting critical gaps in team competencies that affect project efficiency. Similarly, “Project management tools and techniques contribute significantly to project implementation success” (M = 4.15, SD = 1.28) emphasizes the value of structured tools such as risk registers and probability-impact matrices in improving execution and predictability. Respondents also strongly agreed that “Inadequate frameworks for risk management structures have led to project failure” (M = 4.06, SD = 1.61), indicating weaknesses in formal risk management frameworks. Adoption of structured project management approaches was seen to reduce time wastage (M = 3.97, SD = 0.83). Conversely, “Risk management has received considerable attention by management” scored lowest (M = 2.74, SD = 0.75), suggesting limited managerial prioritization. While the importance of risk management is acknowledged, its practical application remains inconsistent. Strengthening skills, frameworks, and management commitment is crucial for proactive risk identification, mitigation, and improved project performance.

4.1.5 Monitoring & Evaluation and Project Performance

The following table reveals the perceptions of respondents on M&E and Project performance and the results are presented below;

Table 4.5 M&E and Project Performance

Statements	Mean	Comment	Sd	Comment
Effective project monitoring plans, tools and processes exist	2.97	Tend to weak	.75	Heterogeneous
Monitoring is done on regular basis by experts	3.74	Tend to Strong	1.05	Heterogeneous
Project monitoring tools are effective	3.15	Tend to Strong	.70	Heterogeneous
There is monitoring of project progress and comparison with the specifications of the projects	4.00	Strong	1.12	Heterogeneous
There is regular status reporting and information to Stakeholders	4.41	Strong	.98	Heterogeneous
Overall Mean	3.65	Tend to Strong	.92	Heterogeneous

Source: Study Data (2026)

Table 4.5 presents respondents’ perceptions of the influence of Monitoring and Evaluation (M&E) on project performance. The overall mean score of 3.65 (SD = 0.92) indicates general strong agreement, though responses vary across projects. The statement “There is regular status reporting and information to stakeholders” scored highest (M = 4.41, SD = 0.98), reflecting the company’s emphasis on communication, transparency, and timely decision-making. Conversely, “Effective project monitoring plans, tools, and processes exist” scored lowest (M = 2.97, SD = 0.75), showing disagreement among respondents. Overall, M&E practices moderately enhance project performance, but strengthening tools, frameworks, and systematic monitoring could further improve accountability and efficiency.

4.1.6 Project Performance

The following table reveals the perceptions of respondents on Project performance and the results are presented below;

Table 4.6 Project Performance

Statements	Mean	Comment	Sd	Comment
Implementation of projects is as per timelines set; resources’ timely delivery.	3.65	Tend to Strong	.81	Heterogeneous
Implementation of the projects is as per provisions of the budget	3.61	Tend to Strong	.84	Heterogeneous
Implementation of the projects is as per quality standards intended	4.76	Strong	.43	Heterogeneous
Implementation of the projects satisfies the users	4.76	Strong	.41	Heterogeneous
Implementation and evaluation of the projects is as per objectives set	4.12	Strong	.64	Heterogeneous
Overall Mean	3.22	Tend to Strong	.62	Heterogeneous

The findings in Table 4.6 present respondents’ perceptions of performance of project by Fair Construction Ltd. The overall mean of 3.22 (SD = 0.62) indicates general strong agreement, though responses vary across projects. The statements “Implementation of the projects is as per quality standards intended” and “Implementation of the projects satisfies the users” scored highest (M = 4.76; SD = 0.43 and 0.41), reflecting strong consensus that the company prioritizes quality assurance and client satisfaction. Similarly, “Implementation and evaluation of the projects is as per objectives set” recorded a mean of 4.12 (SD = 0.64), showing alignment with initial project goals and effective evaluation mechanisms. Conversely, “Implementation of projects is as per timelines set; resources’ timely delivery” and “Implementation of the projects is as per provisions of the budget” scored lower (M = 3.65, SD = 0.81; M = 3.61, SD = 0.84), indicating moderate satisfaction with time and cost performance. Overall, Fair Construction Ltd demonstrates strong quality and goal attainment, though improvements in scheduling and budget adherence could enhance overall project performance.

4.1.7 Regression Analysis

Multiple regression extends simple linear regression by predicting a dependent variable using two or more independent variables. The dependent variable represents the outcome, while independent variables serve as predictors that explain variations in the dependent variable.

Table 4.7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521 ^a	.272	.171	1.95291

a. Predictors: (Constant), monitoring and evaluation, stakeholder involvement, Project planning, Risk management

The model summary in Table 4.7 shows a correlation coefficient (R) of 0.521, indicating a strong positive relationship between stakeholder involvement, project planning, risk management, and monitoring & evaluation with project performance. The R² of 0.272 and adjusted R² of 0.171 suggest that 27.2% and 17.1% of performance variation are explained by these predictors, respectively.

Table 4.8 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.281	4	10.320	2.706	.049 ^b
	Residual	110.602	29	3.814		
	Total	151.882	33			

a. Dependent Variable: Project performance

b. Predictors: (Constant), monitoring and evaluation, stakeholder involvement, Project planning, Risk management

The ANOVA results show an F-statistic of 2.706 with a p-value of 0.049, indicating that the regression model is statistically significant. This means stakeholder involvement, project planning, risk management, and monitoring & evaluation collectively have a significant positive effect on project performance, leading to the rejection of the null hypothesis (H₀₁).

Table 4.9 Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	17.139	3.814		4.494	.000
Stakeholder involvement	.156	.234	.121	.664	.512
1 Project planning	-.314	.155	-.448	-2.027	.052
Risk management	.250	.119	.477	2.104	.044
Monitoring and evaluation	.121	.099	.251	1.217	.233

a. Dependent Variable: Project performance

4.2 Discussion of Findings

4.2.1. Stakeholder Involvement and Project Performance

The first objective of the study was to examine the influence of stakeholder involvement on the performance of projects by Fair Construction Limited, Rwanda. Regression results revealed a positive but statistically insignificant relationship ($B = 0.156$, $p = 0.512$), indicating that while stakeholder participation improves communication, coordination, and shared responsibility, it does not significantly predict project performance in this context. Hence, the null hypothesis is not rejected. From a theoretical perspective, these findings can be interpreted using Stakeholder Theory (Freeman *et al.*, 2011; Clarkson, 1995), which posits that project success depends on actively identifying and integrating the interests of all relevant stakeholders, including clients, employees, contractors, suppliers, and communities. In practice, when stakeholders are engaged early and throughout the project lifecycle, a sense of ownership, trust, and accountability is fostered, which typically enhances project outcomes.

The divergence between the regression insignificance in this study and prior studies (Müller & Turner, 2020; Yang *et al.*, 2018) may reflect the consultative rather than decision-making nature of stakeholder engagement at Fair Construction Ltd. That is, while stakeholders are involved in brainstorming, information sharing, and progress updates, they may have limited influence over critical project decisions, constraining the measurable impact on performance outcomes. Comparatively, the Amahoro Stadium project in Rwanda demonstrated how comprehensive stakeholder engagement incorporating government agencies, contractors, local communities, and private investors directly contributed to reduced project delays, enhanced cost management, and improved transparency (Uwizeyimana & Nkurunziza, 2024). This underscores that the depth and quality of stakeholder participation, not mere presence in project activities, determines its effect on performance.

Therefore, while Fair Construction Ltd demonstrates strong participatory practices, aligning them more closely with decision-making authority, integrating stakeholder feedback into planning, and fostering collaborative problem-solving could amplify the positive impact on project outcomes. Strengthening these aspects aligns with stakeholder theory and can enhance project performance by fostering greater ownership, accountability, and alignment with the needs of all project actors.

Therefore, the implication for practice felt that project managers at Fair Construction Ltd should move beyond consultative engagement towards strategic stakeholder involvement that empowers key actors to influence project decisions, as demonstrated in high-performing projects like Amahoro Stadium. This approach is likely to strengthen both project execution and sustainability.

4.2.2 Project Planning and Project Performance

The second objective examined the influence of project planning on the performance of project by Fair Construction Ltd in Rwanda. The study hypothesized that project planning significantly affects project performance. Regression results revealed a negative and marginally insignificant relationship ($B = -0.314$, $p = 0.052$). Although slightly above the 0.05 significance threshold, this suggests that deficiencies in planning such as unrealistic schedules, rigid plans, or inadequate resource allocation may adversely impact project outcomes. Consequently, the null hypothesis is not rejected. This contrasts with most studies, which report that effective project planning strongly drives project success (PMI, 2021; Kerzner, 2019). The divergence highlights that the quality and adaptability of planning, rather than its mere presence, determine its effect on performance.

4.2.3 Risk Management and Project Performance

The third objective assessed the influence of risk management. Regression analysis showed a positive and statistically significant relationship ($B = 0.250$, $p = 0.044$), indicating that effective risk identification, assessment, and mitigation significantly improve project outcomes by reducing delays, cost overruns, and operational disruptions. The null hypothesis is therefore rejected. This finding aligns with previous studies emphasizing risk management as a key driver of project success (Zou *et al.*, 2019; PMI, 2021).

4.2.4 Monitoring and Evaluation and Project Performance

The fourth objective examined the influence of monitoring and evaluation. Results showed a positive but statistically insignificant effect ($B = 0.121$, $p = 0.233$), suggesting that while M&E supports alignment and corrective feedback, it did not significantly enhance performance. The null hypothesis is not rejected, potentially reflecting weak use of M&E findings or a focus on compliance rather than performance improvement (Kusek & Rist, 2014; OECD, 2020).

5. Conclusion and Recommendations

Conclusion

The study established that stakeholder involvement, project planning, risk management, and monitoring and evaluation positively influence performance of project by Fair Construction Ltd in Rwanda. Regression analysis confirmed that these four variables collectively explain a significant portion of the variance in project performance, demonstrating that their effective implementation enhances outcomes in terms of timeliness, quality, cost efficiency, and stakeholder satisfaction.

The findings emphasize that when stakeholders are actively engaged, projects are meticulously planned, risks are properly managed, and monitoring systems are effectively executed, organizational performance improves substantially. Therefore, strengthening these core project management dimensions is essential for sustaining success and competitiveness in Rwanda's construction sector.

Recommendations of the Study

The study recommends that implementing authorities strengthen risk management practices during project implementation by enhancing commitment to continuous risk identification, assessment, and mitigation. This can be achieved by appointing dedicated risk officers within project teams and ensuring that regular risk review meetings are conducted to proactively

address emerging challenges. In addition, risk management processes should be fully integrated into routine project monitoring and evaluation systems to ensure early detection and timely response to potential project disruptions.

The study further recommends that service users and beneficiaries play an active role in project monitoring and feedback mechanisms. Their participation is essential in enhancing accountability and ensuring that project outputs meet the intended quality standards and community needs. Beneficiaries should also be actively involved in stakeholder consultation sessions, where they can provide valuable insights that help project teams anticipate, reduce, and manage risks that may cause delays or reduce project effectiveness.

For other stakeholders, including contractors, suppliers, and consultants, the study recommends the adoption of clear accountability structures supported by measurable risk performance indicators within project teams. These stakeholders should also participate in capacity-building initiatives and training programs focused on risk identification, mitigation, and reporting. Furthermore, close collaboration with project authorities is necessary to ensure that all operational activities remain aligned with overall project objectives and strategic goals.

At the policy level, the study recommends the integration of comprehensive risk management frameworks into national construction and project management policies. Such frameworks would ensure standardized approaches to managing risks across both public and private sector projects. In addition, clear guidelines should be established to strengthen stakeholder engagement, project planning, and monitoring and evaluation practices within all construction-related initiatives.

The study also recommends the promotion of policies that support continuous capacity-building programs for project managers and implementation teams. These programs would enhance the adoption of best practices in risk management and improve overall project performance across organizations operating in Rwanda's construction sector.

Future research is recommended to explore the long-term impact of risk management practices on project sustainability and organizational growth. Such studies would provide deeper insights into how sustained risk management influences performance beyond project completion. In addition, further studies could examine stakeholder involvement strategies across multiple sectors in Rwanda in order to compare their effectiveness and contextual applicability. This would help identify sector-specific best practices for improving project outcomes. Finally, researchers are encouraged to investigate the role of technology and digital tools in enhancing monitoring, evaluation, and risk management processes in construction projects, particularly in improving efficiency, accuracy, and real-time decision-making.

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