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Stakeholder Management and Sustainable City Projects in Africa: An Exploration of the Karama Integrated Model Village in Rwanda

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Abstract

This study delves into stakeholder management within the context of sustainable city projects in Africa, with a focus on the Karama Integrated Model Village situated in Rwanda. It examines the influence of various forms of participation management – Passive, Interactive, Functional, and Optimal on the sustainability of the Karama Integrated Model Village. Utilizing an exploratory research design encompassing both qualitative and descriptive/quantitative methodologies, the study involved 154 respondents selected through simple random sampling from a population of 251 individuals residing in households relocated from high-risk zones across three districts of the City of Kigali to the Karama Integrated Development Model Village. Data were collected via questionnaires, coded, and analyzed using SPSS software. The findings reveal a strong explanatory power of the model, with an R value of .993 suggesting a substantial portion of the variance in sustainability of city projects can be explained. Moreover, the study indicates that approximately 98.6% of the variance in sustainability of city projects can be elucidated by the combination of the predictor variables. The F-statistic underscores robust relationships between each predictor variable and the sustainability of the city project. The study's hypotheses are supported by ANOVA results, affirming significant influences or effects of each type of participation management on the sustainability of the Karama Integrated Model Village. Specifically, Passive, Interactive, Functional, and Optimal participation management strategies all exhibit significant and positive impacts on sustainability. These findings underscore the critical role of stakeholder engagement and management strategies in fostering sustainable urban development initiatives like the Karama Integrated Model Village in Rwanda. In essence, this study provides valuable insights into effective stakeholder management approaches that can enhance the sustainability of city projects, thereby contributing to the discourse on sustainable urban development in Africa and beyond.

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1. Introduction

Integrated Development Program (IDP) Model Projects were established in all provinces and Kigali City in order to transform the socio-economic life of the population in rural areas. The sites are created to facilitate some people in Rwanda to having quality and affordable housing, strengthening the institutional and regulatory framework at national and local level; and resettlement of families living in high risk zones and other poor habitat conditions (MINALOC, 2013). Despite successful of integrated model villages program, the projects are still facing the challenges such as mindset change of people where most of them are emotionally attached to their old villages; land availability is a big issue (it is difficult to make available enough space to build the model villages); the resource requirements are limited to the scalability where establishment of a planned settlement requires significant investments to acquire land, construct infrastructure. The follow up of these projects after closeout to ensure sustainability of constructed infrastructures is also big issue due to the lack of stakeholders' involvement in post and after projects implementation, and also the people in settlement are still lacking the capacity to explore and use the infrastructure in settlement as required (Saemaul, 2016).

According to Caroline Wamuyu Ngare and John Cheluget (2019), the context of sustainability is a situation where minimal changes in project outputs are experienced regardless of the social, economic and political changes. Generally, sustainable development is achieved through involving the community in participating in the benefits intended. This study therefore focused on how stakeholder's involvement influences sustainability of funded projects in public hospital: a case of HIV/AIDS projects funded at Nyeri County Referral Hospital. The target population for this study was 137 employees from the HIV/AIDS programmes funded at Nyeri County Referral Hospital. All the 137 members in the target population were to be included in the study. The relationship between the dependent and independent variable was assessed using linear regression. The findings of the stakeholder involvement significantly influenced project sustainability. The regression model developed showed that the model which shows that 46.6% of the variation in project sustainability is explained by the variation of predictors in the model. The study therefore reached a conclusion that involving stakeholders at all stages of the process contributes greatly to the success of the project.

Karama Integrated Development Model Village that located in Nyarugenge District, Kigali city, Rwanda has homes hosted 240 households relocated from high risk zones around City of Kigali. Model Village was recently inaugurated that comprises of state-of-art living apartments, a secondary school with modern Science and ICT laboratories, a modern Early Childhood Development Centre (ECD), six green houses, a poultry farming for over 9000 chicks, a health post, sports facilities and a modern market. It is also connected with water and electricity; equipped with decent road networks and waste treatment system. Karama Model Village was built in collaboration with Rwanda Defence Force (RDF) Reserve Force within a period of six months. About 1,104 students are able to study at the newly built school which has 24 classrooms, 3 laboratories and a library. The Early Childhood Development Centre (ECD) has a capacity to host about 180 pupils and has a recreation area. The total cost of these infrastructures is estimated to be more than 8 billion Rwf together with the 7.9km asphalt road connecting Nyabarongo–Karama and Nyamirambo from the Southern Province. Most of the time, community development projects in Rwanda after closeout are poorly monitored/managed, one of the leading causes is weak participation by the stakeholders. It is not surprise if there are some of the infrastructures of Karama Integrated Development Model Village which are not well managed as planned in the project schedule. In addition, most of the studies have been reviewed, they were not addressed to the area of Rwanda as shortage/scarcity of the studies in Rwanda and others did not use a conceptual model as shown in this study as methodological gap. It is therefore the researcher has been motivated to

undertake this study to assess the stakeholder management and sustainable City projects in Africa through exploring the Karama Integrated Model Village in Rwanda.

1.1 Objectives of the Study

The main purpose of the study was to evaluate the stakeholder management and sustainable City projects in Africa: An Exploration of The Karama Integrated Model Village in Rwanda.

The study had the following specific objectives below.

[1] To find out the influence of Passive Participation management on sustainable of the Karama Integrated Model Village in Rwanda;
[2] To determine the effect of interactive participation management on Sustainable of the Karama Integrated Model Village in Rwanda;
[3] To assess the influence of functional participation management on Sustainable of the Karama Integrated Model Village in Rwanda;
[4] To evaluate the role of optimal participation management on Sustainable of the Karama Integrated Model Village in Rwanda;

1.2 Research Hypothesis

[1] **Ha1:** There is a significant influence of Passive Participation management on Sustainable of the Karama Integrated Model Village in Rwanda;
[2] **Ha2:** There is a significant effect of interactive participation management on Sustainable of the Karama Integrated Model Village in Rwanda;
[3] **Ha3:** There is a significant influence of functional participation management on Sustainable of the Karama Integrated Model Village in Rwanda;
[4] **Ha4:** There is a significant role of optimal participation management on Sustainable of the Karama Integrated Model Village in Rwanda;

2. Literature review

2.1 Stakeholder Theory

Stakeholder theory was primarily developed by R. Edward Freeman in 1984. Freeman argued that businesses should consider and manage the interests of a wide range of stakeholders, not just shareholders, in order to achieve long-term success. This theory seeks to optimize relations with stakeholders, thereby improving efficiencies throughout the project or organization. Stakeholder theory is used in many important fields such as project management, corporate social responsibility, strategic management and business ethics. In Freeman's book, he identified and modeled stakeholder groups within a corporation, describing and recommending ways to manage their interests and determine who really counts from the perspective of the company. Increasing value for stakeholders improve the business in all aspects.

According to Harrison, and De Colle, (2010); Freeman's stakeholder theory is also often confused with the shareholder theory, created by the economist Milton Friedman in the 1970s. Let's learn about the differences between these similar yet different theories. Stakeholder theory notes that there are several interested parties or stakeholder groups that must be included under the umbrella of stakeholders, such as the company's employees, customers, suppliers, financiers, communities, governmental bodies, political groups, trade associations, trade unions and even competitors, as they too can impact the company. In this case, the employees are all those involved in the planning and execution of the construction project, such as the site manager and crew members. They are responsible for the success of the project. In terms of expectations, they need a workplace that complies with safety regulations and proper working conditions. They need several suppliers who provide raw materials, equipment and other resources. Building a relationship with them is important to maintain an efficient flow of construction supplies. There are different supply relationship management approaches to help

you understand how to better negotiate with them. The local customers benefit from this new facility because the new facility increases in product offers, which lowers prices while improving quality due to increased competition in the market. Customers expect high-quality products that not only solve their needs but are also safe for their health and the environment.

In this case, the term community refers to the people that are indirectly impacted by the project. They are both positively and negatively impacted by the construction of this new manufacturing facility. On one hand, there are economic benefits for the community, as new employees spend money on housing, transportation, basic goods, etc. On the other hand, there's a high risk of pollution. If the facility doesn't comply with environmental regulations, it could damage critical natural resources for the community, such as water sources. The government defends the interests of the people through laws and regulations. Any construction project must comply with every single government regulation that exists to guarantee the safety of its employees, the community and the environment.

Freeman says he stood on the shoulders of giants, such as building from research in strategic management, corporate planning, systems theory, organization theory and corporate social responsibility, the latter of which was first discussed by the Italian economist Giancarlo Pallavicini in an article published in 1968. More recently, in 1995, ethicist Thomas Donaldson argued that stakeholder theory has descriptive, instrumental and normative aspects or approaches that are mutually supportive. Descriptive approach is the stakeholder theory which is descriptive because it describes the interests of an organization and its stakeholders, providing a framework to better understand the relationship between the organization and stakeholders. Instrumental approach is the stakeholder theory which is instrumental because its main goal is to increase value for stakeholders as a means to achieve the organization's goals. The implementation of stakeholder theory should result in benefits for both the organization and stakeholders. Normative Approach is the implementation of stakeholder theory which is normative because stakeholders have intrinsic value to projects and businesses, making it an absolute necessity (Miles, 2011).

This stakeholder theory is useful to the current study on Stakeholder Management and Sustainable of the Karama Integrated Model Village in Rwanda because it shows how a company is only successful when it delivers value to its stakeholders, and those values can come in many forms beyond financial benefits. Help us to how to know how one of the values produced by stakeholder theory includes greater productivity across the organization. If employees, who are considered stakeholders, feel as if they're being valued, then they're going to work harder and be more productive.

2.2 Systems Management Theory

Systems Management Theory was developed by Ludwing Von Bertalanffy in 1973 and he recognized the need of any organization to interact with its external environment. The open system changed the way of thinking about organizational management from mechanical view of organization. It looks at management as an open-ended process. It emphasized detachment, objectivity and control. Today organizations are perceived as an open-ended process of coordinating purposeful individuals whose actions stem from applying their unique interpretations to the particular situations confronting them. For instance, in current situation, an organization which will not be sensitive to its environment will hardly survive. Things like technology, social and economic phenomena are not static but are always changing, hence organizations are needed to adopt in order to survive. It is also through interaction with its external environment the organization gets its inputs in term of raw material, labour and process them, and lastly emits as output to its environment for selling or capital investment.

Systems management theory founded by Ludwing Von Bertalanffy in 1973 to offer an alternative approach to the planning and management of organizations. The systems management theory proposes that businesses, like the human body, consists of multiple components that work harmoniously so that the larger system can function optimally. According to this theory, the current study was to evaluate how the success of projects depends on several key elements: synergy, interdependence, and interrelations between various subsystems. Employees are one of the most important components of organization. For a study investigating stakeholder management and sustainability of city project especially Karama projects in Rwanda, incorporating Systems Theory could provide a valuable theoretical framework. It helped the researcher to understand the project as a complex system, where stakeholder dynamics and sustainability considerations are interrelated and should be approached with a holistic perspective. This involves considering feedback loops, adaptability, and the integrated nature of decisions for effective project management in the Rwandan context.

3. Research methodology

This chapter contains the research design, target population, the sample size and sampling procedure to be used.

3.1 Research Design

The current study used explanatory design to further explore their theories. The study explained unexplored aspects of a subject and details the research questions' what, how, and why. The study adopted experimental research to establish a relationship between the cause and effect of a situation between stakeholders' involvement and Sustainability of city project after closuring out in Rwanda. It was a causal research design where one observed the impact caused by the independent variable on the dependent variable.

3.2 Study Population and sampling

The researcher targeted at least 251 people including 240 stakeholders and 11 employees involved in the construction of Karama Integrated Development Model Village in Kigali sector, Nyarugenge District.

In the current study, the researcher applied the formula of Taro Yamane elaborated in 1986 to calculate sample size. The sample size was calculated at 95% confidence level, an alpha level of 0.05 which is margin of error of ± 5% and 0.05 as the standard deviation which shows the variance expectation as responses.

$$n = \frac{N}{1 + N(e)^2}$$ **n** = Sample Size **N** = Population **e** = Margin of error

$$\boldsymbol{n} = 251/1 + 251(0.05)2 = 154$$

Table 1: Stratification of Population

No	Description	Population	Sample
1	Beneficiaries/stakeholders of Karama Integrated Development Model Village	235	144
2	Local authorities and Partners	5	3
3	Project implementers	11	7
Total		**251**	**154**

The study applied stratified and simple random sampling techniques. The study employed a combination of stratified and simple random sampling techniques to select 154 participants or data points from a population. This methodological choice aims to enhance the precision and reliability of the study's results by addressing potential biases and ensuring adequate representation across relevant subgroups.

3.3. Data Collection Instruments

The study used questionnaires to collect primary data, the questions were developed based on information and experiences derived from review of literature on Stakeholder management in IDP model villages projects.

Systematic watching and recording of behavior or events in a natural setting. Useful for studying behaviors, interactions, or events as they naturally occur. May be influenced by the observer's bias, and participants may alter their behavior when aware of being observed.

The study is utilizing previously recorded data, documents, or records. Beneficial for historical research or when analyzing pre-existing data. It relies on the availability and accuracy of existing records. Note that, Researcher often used a combination of these instruments to triangulate data and enhance the overall validity and reliability of their findings. The selection of the appropriate instruments depends on the research goals and the type of information needed.

3.4 Data Analysis Methods

The obtained data from respondents were edited, coded, and make statistical tables using various methods in the stage of data processing/cleaning. The SPSS IBM 23.0 version as a computer software of analysis was employed in analysis of data. Analysis Methods used, were descriptive statistic method which was describing the frequency, and percentages, mean and standard deviation. The correlation coefficient matrix used to show the relationship between variables where Pearson correlation coefficient were applied. Statistical correlation was measured by what called coefficient of correlation (r).

The multiple linear regression model was used to show summary table, ANOVA and regression coefficient. The model was as follows, **X=** independent variable which is Stakeholder Management that has four indicators:
x1= Passive participation
x2= Interactive participation
x3= Functional participation
x4= Optimal participation
Y= dependent variable is sustainability of city projects
Based on these variables, the following functions had been set: Y= f(X) therefore, y= f(x1, x2, x3, x4).

4. Research findings

This chapter comprises the findings on the Stakeholder Management and Sustainable City Projects in Africa with an exploration of the Karama Integrated Model Village in Rwanda. The data were gathered from 154 respondents using one month for data collection. The findings presented the participation rate of 100.0% of responding, and data were analyzed quantitatively using computer software of SPSS IBM 23.0 version. Testing research hypotheses is a crucial step in the scientific method. The process typically involves designing experiments or studies to gather data that can be analyzed statistically to either support or reject the research hypotheses. The significance level, often denoted by α, represents the probability of rejecting the null hypothesis when it is true. Common values for α include 0.05, 0.01, and 0.10. Remember that hypothesis testing is just one part of the scientific method. Replication and

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further research are often needed to strengthen the validity and reliability of findings. This section helped to test the research hypotheses as detailed below.

Table 2: Correlations Coefficient Matrix

		x1= Passive participation	x2= Interactive participation	x3= Functional participation	x4= Optimal participation	Stakeholder's involvement
Sustainability of city project	Pearson Correlation	.893**	.908**	.943**	.992**	.979**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	154	154	154	154	154

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

The table provided contains correlation coefficients and their associated p-values (two-tailed) between various variables. These findings focus on the p-values and standard significance levels: Pearson correlations confirmed Passive Participation management (x1) which has a strong positive correlation with Sustainability of city project (0.893**). The results stated that interactive participation management (x2) has a strong positive correlation with Sustainability of city project (0.908**). Functional participation management (x3) has a very strong positive correlation with Sustainability of city project (0.943**). Findings revealed that Optimal participation management (x4) has an extremely strong positive correlation with Sustainability of city project (0.992**). Stakeholder's involvement is also highly positively correlated with Sustainability of city project (0.979**).

The p-values for all the correlations are shown as .000, which means they are extremely low. In many statistical analyses, a p-value of .000 is rounded down from a very small value, such as < 0.0001. In any case, the p-values are well below the common significance level of 0.01 (2-tailed). The p-values being very close to zero (or essentially zero) indicate that the correlations observed in the data are statistically significant. The "0.01 level (2-tailed)" significance indicates that these results are not due to random chance and have a strong statistical basis.

The results are highly significant at the 0.01 level, which is more stringent than the typical significance level of 0.05. This means that the relationships observed are even more robust. In summary, the findings are highly significant, and the low p-values suggest that the observed correlations are unlikely to have occurred by random chance. The results confirm strong positive associations between various levels of participation, stakeholder involvement, and Sustainability of city project. These findings have practical implications for policymakers and project managers interested in improving project sustainability by focusing on stakeholder involvement and different levels of participation.

Table 3: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.993[a]	.986	.986	.96511	1.436

a. Predictors: (Constant), *x4= Optimal participation, x2= Interactive participation, x1= Passive participation, x3= Functional participation*
b. Dependent Variable: *Sustainability of city project*

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The Model Summary table provided contains statistics related to a regression model. The table indicates that to predict the dependent variable "Sustainability of city project" based on a combination of predictor variables: x1= Passive participation, x2= Interactive participation, x3= Functional participation, and x4= Optimal participation. The R value, in this case, is .993. R is the correlation coefficient between the predicted and actual values of the dependent variable. In this context, an R of .993 suggests that the model can explain a large portion of the variance in Sustainability of city project. The R Square (R^2) value is .986. R^2 represents the proportion of the variance in the dependent variable that can be explained by the predictor variables. An R^2 of .986 indicates that approximately 98.6% of the variance in Sustainability of city project is explained by the combination of the predictor variables.

The Adjusted R Square value is also .986. This statistic is similar to R Square but accounts for the number of predictor variables in the model. The adjusted R Square helps adjust for potential overfitting, and in this case, it is the same as R Square, indicating that the model is not overcomplex. The Standard Error of the Estimate (Std. Error) is a measure of how well the model's predictions match the actual data. In this case, it is .96511. A lower value suggests that the model's predictions are closer to the actual values, which is a positive sign.

The Durbin-Watson statistic is used to test for autocorrelation in the residuals of the model. A value close to 2 indicates that there is no significant autocorrelation. In this case, the Durbin-Watson value is 1.436, which is significantly lower than 2. This suggests the possibility of positive autocorrelation in the residuals, which might indicate that the model has some shortcomings.

In summary, the regression model has been built appears to be highly effective in explaining and predicting Sustainability of city project. The R Square value of .986 indicates that a large proportion of the variability in this variable is accounted for by the predictor variables.

Table 4: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10116.218	4	2529.054	2715.209	.000[b]
	Residual	138.785	149	.931		
	Total	10255.002	153			

a. Dependent Variable: Sustainability of city project
b. Predictors: (Constant), x4= Optimal participation, x2= Interactive participation, x1= Passive participation, x3= Functional participation

The table 4 provided is an ANOVA (Analysis of Variance) summary table for a regression model. This table is typically used to assess the statistical significance of the relationships between the predictors (independent variables) and the dependent variable (Sustainability of city project).

The ANOVA table indicates that the regression model is highly significant ($p < 0.001$). This means that at least one of the predictors in the model has a statistically significant relationship with Sustainability of city project. The table provides information about the predictors' individual contributions to the model. The Mean Square for each predictor measures the variance explained by that predictor. All four predictors, i.e., Passive Participation management (x1), Interactive participation management (x2), Functional participation management(x3), and Optimal participation management (x4), are highly significant. The F-statistic is extremely high for each predictor, indicating strong relationships with Sustainability of city project.

Hypothesis 1 (Ha1): There is a significant influence of Passive Participation management on Sustainable of the Karama Integrated Model Village in Rwanda. The ANOVA table shows that the "Mean Square" for Passive Participation management is 2529.054, with a p-value of less than 0.001 (indicated by .000b). This is highly significant. Therefore, Ha1 is supported, and there is a significant influence of Passive Participation management on sustainability of city project

Hypothesis 2 (Ha2): There is a significant effect of Interactive participation management on Sustainable of the Karama Integrated Model Village in Rwanda. Similarly, the "Mean Square" for Interactive participation managementis 2529.054, and the p-value is less than 0.001. Therefore, Ha2 is supported, and there is a significant effect of Interactive participation management on sustainability of city project

Hypothesis 3 (Ha3): There is a significant influence of Functional participation management on Sustainable of the Karama Integrated Model Village in Rwanda.The Mean Square for Functional participation management is also 2529.054, and the p-value is less than 0.001. Ha3 is supported, and there is a significant influence of Functional participation management on sustainability of city project .

Hypothesis 4 (Ha4): There is a significant role of optimal participation management on Sustainable of the Karama Integrated Model Village in Rwanda. The Mean Square for Optimal participation management is 2529.054, and the p-value is less than 0.001. Ha4 is supported, and there is a significant role of optimal participation management on sustainability of city project.

In summary, all four hypotheses are supported by the ANOVA results. Each type of participation management of passive, interactive, functional, and optimal has a significant and positive influence or effect on the Sustainable of the Karama Integrated Model Village in Rwanda.

Table 5: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.038	.359		-5.683	.000
	x1= Passive participation management	-.025	.038	-.015	-.651	.516
	x2= Interactive participation management	.006	.052	.004	.116	.908
	x3= Functional participation management	.195	.060	.137	3.234	.002
	x4= Optimal participation management	1.104	.044	.874	24.880	.000

a. Dependent Variable: Sustainability of city project

The table provided shows unstandardized coefficients for the predictors in the regression model, which are used to estimate the relationship between the independent variables and the dependent variable (Sustainability of city project). Here's how to interpret these coefficients: The -2.038: This is the unstandardized coefficient for the constant term (often referred to as the intercept). In this context, it represents the estimated value of Sustainability of city project when all the predictor variables (Passive participation, Interactive participation, Functional

participation, and Optimal participation management) are equal to zero. In practical terms, it's the estimated sustainability when there's no participation (Passive, Interactive, Functional, or Optimal) management.

The -0.025: This is the unstandardized coefficient for Passive participation. It indicates the estimated change in Sustainability of city project for a one-unit change in Passive Participation management while holding all other variables constant. In this case, a one-unit increase in Passive Participation management is associated with a decrease of 0.025 units in Sustainability of city project.

The 0.006 is the unstandardized coefficient for Interactive participation management. It suggests that a one-unit increase in Interactive participation management is change with 0.006 units in Sustainability of city project by assuming that all other variables stay constant.

The 0.195 is the unstandardized coefficient for Functional participation that indicates that a one-unit increase in Functional participation management is associated with an increase of 0.195 units in Sustainability of city project, while keeping all other variables constant.

The 1.104 is the unstandardized coefficient for Optimal participation. It suggests that a one-unit increase in Optimal participation management is associated with a substantial increase of 1.104 units in Sustainability of city project, assuming all other variables are constant.

In summary, the coefficients show the estimated impact of each predictor on Sustainability of city project. A negative coefficient (like for Passive participation management) implies a negative relationship, where an increase in that predictor is associated with a decrease in sustainability. Positive coefficients (Interactive, Functional, and Optimal participation management) suggest a positive relationship, where an increase in those predictors is associated with an increase in sustainability. The constant term represents the estimated sustainability when all predictors are zero.

5. Conclusion

As conclusion, all four hypotheses are supported by the ANOVA results. Each type of participation (passive, interactive, functional, and optimal) management has a significant and positive influence or effect on the Sustainable of the Karama Integrated Model Village in Rwanda. In addition, the coefficients show the estimated impact of each predictor on Sustainability of city project. Positive coefficients (Interactive, Functional, and Optimal participation) suggest a positive relationship, where an increase in those predictors is associated with an increase in sustainability.

6. Recommendations

Given the conclusions, the following recommendations were arrived at:

- Karama Integrated Model Village leaders need to reduce the extent of engaging stakeholder passively in the project cycle, this will yield better sustainability outcomes.
- Karama Integrated Model Village leaders should enhance optimal participation management to enable greater efficiency and effectiveness of programming as well as accountability among the stakeholders, this will be an assurance for project sustainability.
- Karama Integrated Model Village leaders should equalize participation of the stakeholders throughout the continuum to avert the feeling that some stakeholders are more preferred that the others.

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