

**PROJECT CHANGES AND PROJECT SUCCESS IN RWANDA
A CASE STUDY OF UBUMWE CELL PROJECT**

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ABSTRACT

Changes have proven to be one of the crucial causes of project deviations. The Theories related to the change management follow to the effective realization of changes, a formal change management has to be established and implemented in the company the idea which is not exposed in any study in Rwanda. The general purpose of this research was to examine the effect of project changes on project success in Rwanda. This research has many and distinct benefits for the researcher, Construction Company, government and for the future researchers. The target population was 38 persons and all of them were inviting to participate in the survey as census. Research design was descriptive survey in nature and both qualitative and quantitative data was collected. Data analysis was based on the research objectives and has intention to respond research questions. The first objective was achieved that the changes implemented in execution of ubumwe cell project were caused by four big elements. Those are: lack of sufficiency information at the beginning; poor communication between contractor and employer, the site was not ready on time and the last one is modernization. The second objective also was achieved because duration, cost, profit to the contractor and quality inspected were changed. Furthermore, Changes were targeted to improve quality of work and it was achieved, duration of the project was affected since at the planning phase the project was supposed to take the end after eight months and until now the project is not yet takes its end. Changes were done in two terms; there were additional and removal items; the cost of the project was decrease due to the difference between additional and removal items. As it's shown from the result everybody confirm the important of project management to improve project success and this demonstrate the achievement of the third objective. Horizon construction is recommended to accurate cost control person who will be able to control the project periodically and be able to demonstrate the state of the project at any time in order to facilitate the company to know if the project is in the good way to succeed and if not help the company to make correction. All parties are recommended that any change that is expected to create a re-planning activity and affect the total project time as currently scheduled must be handled in a formal manner and always examine the source of the change request, why it is necessary, the benefits from making the changes, the consequences of doing nothing at this stage, the cost impact of making the change, the effect on project constraints, the effect on resource needs, the increase or decrease in project risks, the effect on objectives and are again recommended to improve manner of communication because any changes or misunderstanding must be discussed and approved before its implementation.