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Effect of Project Leadership Practices on Success of Social Housing Project Supported by Bank of Kigali in Gasabo District, Rwanda

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Abstract: *This study examines the effect of project leadership practices on the success of social housing projects supported by the Bank of Kigali in Gasabo District, Rwanda. It focuses on leadership skills and experience, assessing their roles in successful project implementation. A descriptive research design, utilizing both quantitative and qualitative approaches, was employed. Data were collected from 269 respondents involved in the projects, selected using stratified and simple random sampling methods, via structured questionnaires and interviews. Analysis was conducted using SPSS Version 25, with findings presented through descriptive statistics, Pearson correlation, and regression analysis. Results revealed a strong positive correlation between leadership skills and project success ($r = 0.812$), while leadership experience showed a stronger correlation ($r = 0.845$). Regression analysis confirmed that both leadership skills and experience significantly predict project success, with leadership experience having a stronger impact ($\beta = 0.423$, $p < 0.01$) compared to leadership skills ($\beta = 0.312$, $p < 0.01$). The model summary indicated that leadership skills and experience accounted for 73.7% of the variance in project success (Adjusted $R^2 = 0.737$). The study recommends enhancing leadership development programs that focus on technical and managerial competencies, as well as offering opportunities for leaders to gain diverse project experience, to improve the outcomes of social housing projects in Gasabo District.*

Keywords: Leadership Practice, Project success, Social Housing Project, Bank of Kigali and Gasabo District

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1. Introduction

Project management leadership is crucial to the success of social housing projects as it ensures effective coordination, resource management, and stakeholder engagement (Kloppenborg *et al*., 2019). Strong leadership aligns project goals with both social and financial objectives, which is essential in affordable housing where cost constraints and community impact are primary concerns (Kerzner, 2020; Turner, 2021). Effective leaders navigate challenges such as land acquisition, budgets, and regulatory compliance, while also fostering collaboration among diverse stakeholders, including government entities and local communities (Bryde, 2022). In countries like the United Kingdom, project

managers play a pivotal role in balancing affordability with quality, ensuring projects meet both regulatory standards and social needs (Brown & Thomas, 2022). In countries like Germany, strong leadership has integrated green building standards and sustainable practices, addressing both environmental and social concerns (Müller & Turner, 2010).

Globally, leadership in project management drives success in urban development, particularly in social housing. In China, leadership at central and local government levels coordinates resources and mitigates risks amid rapid urbanization. Li et al. (2021) highlight China's centralized approach in managing large-scale urban housing projects, especially in cities like Beijing and Shanghai. In the United States, public-private partnerships focus on addressing affordability, sustainability, and community engagement in housing projects (Matthews et al., 2020). For instance, New York City's affordable housing initiatives demonstrate how strong leadership ensures that multiple stakeholders work towards shared goals, balancing financial constraints with social needs (Matthews et al., 2020; Fernandez, 2021). These global examples show how leadership helps balance economic feasibility and social outcomes in housing projects.

In developed countries, leadership in social housing projects benefits from well-established frameworks, ample resources, and a track record of successful implementation. In the United Kingdom, leadership often involves close collaboration between the government and private sector to ensure housing projects meet both affordability and regulatory standards (Brown & Thomas, 2022). UK projects, such as the regeneration of East London for the 2012 Olympics, showcase how effective leadership can coordinate efforts between local councils, developers, and public bodies to deliver housing projects on time and within budget while ensuring the needs of diverse communities are met (Brown & Thomas, 2022). Similarly, in Germany, leadership has been central to integrating green building standards and efficiently using public funds, ensuring that housing projects address both environmental and social concerns (Müller & Turner, 2010). For instance, the EcoCity project in Hamburg is a leading example of sustainable urban development where leadership has resulted in high-quality affordable housing while promoting environmental responsibility (Müller & Turner, 2010; Brauer, 2021).

In Sub-Saharan Africa, leadership in social housing faces challenges like limited resources and political instability. In Ghana, housing projects often face delays and budget overruns due to inefficiencies and a lack of skilled professionals (Osei et al., 2021). The Saglemi Housing Project highlights these issues, with delays affecting community outcomes (Osei et al., 2021; Boateng, 2021). However, South Africa has taken a more proactive leadership approach through institutions like the Housing Development Agency (Moyo & Patel, 2022), helping overcome challenges like land acquisition and financial constraints. The RDP housing program is a prime example of how leadership in South Africa has facilitated collaboration between various stakeholders to improve housing outcomes (Moyo & Patel, 2022). These cases offer valuable lessons for Rwanda in addressing urbanization and resource limitations in social housing projects.

In East Africa, countries like Kenya, Uganda, and Tanzania face housing challenges due to land scarcity and informal settlements (Gael, 2022). In Kenya, the government's "Big Four Agenda" prioritizes affordable housing, with leadership coordinating efforts between government, private developers, and local communities (Ngugi et al., 2023). The Kenya Affordable Housing Programme demonstrates how leadership facilitates collaboration to address housing shortages despite significant challenges (Ngugi et al., 2023). Similarly, in Tanzania, the Tanzania Housing and Building Finance Corporation has played a key role in securing international partnerships and ensuring sustainability in housing projects (Gael, 2022). These leadership models are crucial for overcoming challenges posed by urbanization and resource constraints, lessons that are relevant for Rwanda.

In Rwanda, leadership has been central to addressing the urban housing deficit, particularly in Kigali. Through Vision 2020 and Vision 2050, the government has prioritized affordable housing, with financial institutions like the Bank of Kigali driving these initiatives (Mutabazi, 2022; Uwase, 2022). Rwanda's leadership emphasizes transparency, resource management, and public-private partnerships to meet the needs of urban populations. For instance, the Kigali Urban Master Plan has guided the city's development while addressing housing needs (Uwase, 2022). Rwanda's strong governance and collaboration between public and private sectors

have positioned it as a leader in urban housing development (Mutabazi, 2022; Terimbere, 2020). As Kigali's social housing projects grow, the leadership of the Bank of Kigali remains pivotal in addressing the city's housing needs (Mutabazi, 2022).

1.1 Problem Statement

The success of social housing projects heavily relies on effective project leadership, as it is crucial for managing resources, coordinating stakeholders, and balancing financial and social objectives (Fawar, 2020). In the context of Rwanda, the challenges posed by rapid urbanization, a growing population, and a significant housing deficit require robust leadership to ensure that these projects meet their goals and contribute to addressing the housing crisis. However, despite the government's commitment to tackling these challenges through initiatives like Vision 2020 and Vision 2050, there remains a gap in leadership and project management practices, leading to delays, budget overruns, and inefficiencies in project execution (Rwanda Housing Authority, 2020). This gap is further exacerbated by issues such as resource mismanagement, poor stakeholder coordination, and a shortage of skilled professionals (Ministry of Infrastructure, 2019).

While existing research emphasizes the importance of leadership in housing project success globally, there is a significant gap in studies that focus specifically on project leadership practices within the Rwandan context, particularly in social housing. Previous studies, such as those by Uwase (2023) and Mutabaruka (2022), have addressed broader leadership challenges, such as poor communication and ineffective coordination between public and private sectors, but they do not examine how specific leadership practices such as leadership skills, experience, control mechanisms, and leadership styles impact the delivery and success of housing projects. Additionally, research by Moyo (2023) and Lee (2022) has identified the lack of effective leadership in housing project coordination but fails to explore how leadership can mitigate operational challenges such as delays and cost overruns at the project management level.

Therefore, the gap in understanding how specific project leadership practices influence the success of social housing projects in Rwanda remains significant as all the previous studies did not focus on that problem. There is a need for research that delves into how leadership skills, experience, control mechanisms, and leadership styles can directly affect the success of housing projects in the context of Rwanda's rapidly urbanizing cities and the ongoing housing deficit. This study aims to bridge this gap by examining the impact of project leadership practices on the success of Bank of Kigali-supported social housing projects in Gasabo District, thereby contributing to a better understanding of how effective leadership can overcome the unique challenges faced by Rwanda's social housing sector.

This study sought to achieve the following research objective:

i. To determine the effect of project leadership skills on the success of the social housing project supported by the Bank of Kigali in Gasabo District.
ii. To establish the effect of project leadership experience on the success of the social housing project supported by the Bank of Kigali in Gasabo District.

2.1 Literature Review

2.1.1 Project Leadership

Project leadership refers to the process of guiding and influencing a project team toward achieving the project's goals, by making strategic decisions, solving problems, and managing resources effectively (Anderson & Lee, 2020). Project leadership is a central factor in the success of any project, especially in the context of social housing initiatives like those supported by the Bank of Kigali in Gasabo District, Rwanda (Yang, 2021). The role of a project manager goes beyond overseeing tasks and schedules; it involves strategic thinking, decision-making, and the ability to manage complex relationships between various stakeholders. The leadership approach adopted in a project has profound implications for its success, influencing not only the delivery of the project but also the satisfaction of stakeholders, including the community, government, and financial partners. In Africa and Asia, where infrastructure projects face unique challenges such as resource constraints, political instability, and community expectations, effective leadership is vital for project success (Oluwaseun, 2020).

In social housing projects, the leadership of the project manager is essential in ensuring that the

project is delivered on time, within budget, and to the required quality standards. Strong leadership contributes to the development of clear goals, prioritization of tasks, and the allocation of resources efficiently (Roter,2020). Leaders are responsible for steering the project through challenges, ensuring that the team remains motivated, and managing the diverse interests of various stakeholders. For instance, in a project supported by the Bank of Kigali, effective leadership is crucial to coordinating efforts between the Bank, local government, contractors, and the community to ensure that the housing project meets the needs of the target population (Gayer, 2021). In this context, project leadership provides the strategic direction necessary to achieve long-term success.

Additionally, leadership in project management serves as a tool for conflict resolution. In social housing projects, disputes between stakeholders or among project teams are common due to differing priorities, budgets, or expectations (Sebastien, 2023). Strong leadership ensures that conflicts are resolved amicably and that all parties are aligned with the project's objectives. Leadership that fosters collaboration, transparency, and accountability reduces the risk of delays and cost overruns, which are common pitfalls in housing projects across both African and Asian contexts (Okoye, 2021). Moreover, such leadership ensures that the community remains involved and that their voices are heard throughout the project's lifecycle, ultimately contributing to the sustainability of the project.

2.1.2 Project Leadership Skills

Project leadership skills are the abilities that a leader must possess to manage a project successfully, including communication, negotiation, decision-making, and team management (Kim & Park, 2021). Project leadership skills are a vital component in ensuring the success of complex infrastructure projects such as social housing (Oliver, 2020). Effective project managers must possess a variety of skills, including strategic thinking, problem-solving, communication, and conflict resolution. Strong communication skills enable the project manager to convey expectations clearly to the project team and stakeholders, reducing misunderstandings that can delay or derail the project. Additionally, communication skills are essential for maintaining transparency and ensuring that stakeholders are kept informed about progress and challenges (Adams & Mohammed, 2022). In Africa, for instance, the ability to communicate effectively with local communities and government officials ensures that the project aligns with both local needs and national development goals (Karanja, 2021).

Leadership skills are also crucial for managing the complexity of project resources. In social housing projects, managing budgets, personnel, and materials requires project managers to be adept at resource allocation and prioritization (Smith, 2023). The ability to identify the most pressing needs and allocate resources efficiently can help prevent budget overruns and delays. In a project like the Bank of Kigali's social housing initiative, a project manager's leadership skills influence how financial resources are distributed, ensuring that key elements of the project are fully funded and that costs are controlled (Mokoena & Sithole, 2023). In many African projects, resource constraints often require innovative solutions, and strong leadership helps project managers navigate these challenges with minimal disruptions.

According to Teomthee (2022), leadership skills related to decision-making are vital for navigating the uncertainty and risks that accompany large-scale projects. The ability to make informed decisions quickly and effectively can often mean the difference between the success or failure of a project. In social housing projects in both Africa and Asia, where unexpected challenges such as inflation, changes in political climates, or social unrest may arise, leadership skills are crucial in steering the project back on track. Research by Tan and Lim (2022) emphasizes that effective decision-making is particularly significant in these regions, where unforeseen issues may occur at any stage of the project.

2.1.3 Project Leadership Experience

Project leadership experience refers to the accumulated knowledge and practical expertise that a leader gains through previous involvement in managing projects, which enhances their ability to handle complex situations and make informed decisions (Barbara et al., 2022). Experience plays an essential role in shaping the leadership capabilities of project managers (Terry,2024). Experienced leaders bring valuable lessons from previous projects, which allow them to anticipate challenges, manage risks

effectively, and make more informed decisions. In social housing projects in Gasabo District, Rwanda, leadership experience is particularly beneficial for overseeing a multi-phase project that involves several stakeholders, including the Bank of Kigali, government entities, and the local community. Leaders with experience can draw upon their past knowledge to apply best practices, prevent common pitfalls, and ensure that the project adheres to quality standards and timelines (Odhiambo & Mwangangi, 2022).

The impact of experience on project success is widely recognized in both African and Asian contexts (Sese, 2020). In many African countries, including Rwanda, experienced project managers are often better equipped to navigate the complexities of managing large-scale infrastructure projects, particularly when faced with financial constraints, regulatory hurdles, and social expectations. For instance, experienced project managers can foresee potential delays or cost overruns and implement preventive measures. In a study by Nakato (2021), it was shown that the experience of project managers directly influenced the completion rates and overall quality of infrastructure projects in East Africa. Similarly, in Asia, experienced leaders in social housing projects have been credited with reducing delays and improving coordination between stakeholders (Kim & Lee, 2022).

2.1.4. Project Success

Project success refers to the measurement of how well a project meets its predefined objectives, including time, cost, quality, and stakeholder satisfaction (Harrison & Lock, 2021). Project success is a critical measure of a project's success, encompassing the ability to meet predefined goals within the constraints of time, cost, and quality. It includes both the tangible outcomes, such as completing the project on time and within budget, and intangible elements like stakeholder satisfaction and overall social impact (Harrison & Lock, 2021). Success is traditionally measured using the Triple Constraint Theory, which focuses on balancing time, cost, and scope, but modern approaches increasingly incorporate factors like risk management, stakeholder involvement, and long-term sustainability. These broader considerations reflect the growing recognition that the success of a project cannot solely be determined by immediate deliverables but also by its ongoing relevance and impact on the community (Baker *et al*., 2020).

Leadership and management play a pivotal role in determining project success. Effective leadership involves skills in communication, decision-making, and problem-solving, all of which can significantly influence a project's progress and ultimate success (Yang *et al.,* 2021). Studies show that leaders who demonstrate flexibility, strategic thinking, and the ability to manage resources efficiently are more likely to achieve positive project outcomes. For example, a well-coordinated team led by a strong project manager is better equipped to tackle challenges, reallocate resources, and manage risks, all of which are vital for maintaining the momentum of the project and ensuring its success (Nguyen *et al.,* 2020). Leadership also affects how effectively stakeholders are engaged, which further impacts overall success. Projects with strong leadership tend to experience higher stakeholder satisfaction, which in turn can enhance the project's sustainability (Mokoro & Biyase, 2022).

2.2 Theoretical Review

2.3.1 Transformational leadership Theory

Transformational Leadership Theory was developed by Bernard M. Bass in the 1980s, building upon the foundational work of James MacGregor Burns (Margarita, 2020). Burns initially introduced the concept of transformational leadership in the late 1970s, emphasizing the ability of leaders to inspire and motivate followers toward achieving higher goals beyond self-interest. Bass expanded on this theory by identifying specific behaviors and characteristics that distinguish transformational leaders. Bass's theory posited that leaders who exhibit transformational qualities such as vision, inspiration, intellectual stimulation, and individualized consideration are able to elevate the morale, motivation, and success of their followers (Galvarech, 2020). These qualities are particularly relevant to the success of complex and long-term projects, including social housing initiatives.

Transformational leadership focuses on leaders who inspire their followers to transcend their self-interests for the benefit of the group or organization (Paner, 2020). This theory emphasizes the ability of leaders to create and communicate a compelling vision, which helps to align followers' values with

organizational goals. Transformational leaders also encourage innovation and personal development among their followers, stimulating creative problem-solving and fostering a collaborative work environment (Luca, 2022). The four key components of transformational leadership include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. By motivating their teams to go beyond expectations, transformational leaders play a pivotal role in driving success and achieving ambitious project goals (Henry & Avolio, 2024).

Transformational Leadership Theory is highly relevant to the study of social housing projects, especially in the context of Bank of Kigali-supported initiatives in Gasabo District, Rwanda. In large-scale projects like these, where teams may consist of diverse stakeholders with varying levels of expertise, the ability of project managers to inspire and motivate their teams is critical to the project's success. Transformational leadership enables project managers to align the goals of the housing project with the personal and professional objectives of team members, ensuring that all participants are working towards a shared vision. This leadership style is particularly valuable in overcoming challenges such as resource constraints, tight schedules, and the need for innovation in project delivery.

2.3.2 Contingency Theory

Contingency Theory, developed by Fred Fiedler in the 1960s, asserts that there is no single best way to lead a project or organization. Instead, leadership effectiveness is contingent upon the interplay between the leader's style, the task structure, and the level of leader-member relations (Sopphia, 2021). Fiedler's contingency model focuses on the idea that different situations require different leadership styles, which are dependent on the context. The theory categorizes leadership styles into two major groups: task-oriented and relationship-oriented leadership. Task-oriented leaders are effective when the situation requires clear directives and structured tasks, while relationship-oriented leaders excel when creating a positive atmosphere and supporting team members (Hersey & Blanchard, 2022). This flexibility in leadership styles enables leaders to adapt to the needs of the team and the project, making it a critical framework for social housing projects where challenges and environments can shift rapidly.

Contingency Theory stresses that a leader's effectiveness depends on how well their leadership style matches the specific circumstances of the situation they are in. For instance, when leading a project with well-defined tasks and a stable environment, task-oriented leadership may be most effective, as it focuses on success and achieving objectives (Mikhai & Anna, 2021). However, in situations where the team is diverse, motivation is low, or there is uncertainty, a relationship-oriented leadership style that emphasizes collaboration and support is more effective. This theory introduces the concept that leadership is not a one-size-fits-all model and that adapting to the demands of each specific project environment is crucial. In the context of social housing projects, especially those in Rwanda's Gasabo District, the ability of leaders to adapt to both the task requirements and the socio-cultural dynamics of the community is essential.

This theory is highly relevant to the second objectives of the study, particularly in understanding how leadership skills, experience, and control impact social housing project success. Contingency Theory suggests that a project manager's leadership style should adjust to situational factors like task complexity and team expertise. For example, a task-oriented approach is effective during planning or construction, while a relationship-oriented style is better for community relations or conflict resolution. In the case of the Bank of Kigali-supported social housing project in Gasabo District, a project manager's ability to adapt their leadership style can directly influence success. Leadership experience also plays a key role in anticipating challenges and applying the right approach.

2.2 Empirical Literature

The empirical review examines existing studies that provide evidence on the influence of project management leadership on the success of social housing projects, with a particular focus on leadership skills and experience. This section aims to summarize the key findings from relevant research, providing insights into how leadership practices impact project outcomes. In the context of social housing projects supported by the Bank of Kigali in Gasabo District, Rwanda, the empirical review draws from both global and local studies to highlight factors that contribute to project success.

2.4.1 Project leadership skills and Project Success

In the United States, David & Miriam (2020) explored the impact of project leadership skills on the success of construction projects, utilizing a sample of 100 project managers. Through regression analysis, the study found a positive relationship between leadership skills and project success, with a regression coefficient of 0.45 ($p < 0.01$). The results indicated that strong communication, problem-solving, and decision-making skills were essential for successful project delivery. These leadership skills were found to improve stakeholder engagement, enhance project timelines, and increase cost efficiency. However, the study focused exclusively on private sector construction projects, which typically differ significantly in their objectives and resource allocation compared to public sector housing projects. Moreover, the context of large-scale projects did not fully address the challenges encountered in affordable housing projects. This presents a gap, as the findings may not be directly applicable to social housing projects in developing countries like Rwanda, where financial and regulatory constraints may shape leadership practices differently.

In South Africa, Pillay and Moyo (2021) investigated the role of leadership skills in the success of public sector construction projects, particularly those focused on housing. The study used a sample of 150 project managers and found that leadership skills explained 62% of the variance in project success, with a regression coefficient of 0.53 ($p < 0.05$). Effective leadership skills, including team motivation, conflict resolution, and clear communication, were critical in ensuring that projects met their objectives. The study emphasized that leaders who could manage diverse teams and navigate complex stakeholder relationships contributed to higher success rates in public projects. However, the research did not focus on the specific context of social housing development, leaving a gap in understanding the unique challenges of housing projects, particularly in terms of financing, community engagement, and regulatory requirements. Additionally, the study's findings may not be fully applicable to Rwanda, where socio-economic and political factors differ significantly from South Africa (Pillay & Moyo, 2021).

In Africa, specifically in Kenya, Njiru and Kinyanjui (2022) conducted a study to assess the role of leadership skills in the success of construction projects in Nairobi. The researchers used a regression analysis model and found that leadership skills were responsible for 47% of the variance in project success, with a regression coefficient of 0.41 ($p < 0.03$). The study highlighted the importance of leadership skills such as effective decision-making and team coordination, which contributed significantly to meeting project deadlines and staying within budget. However, while the study provided valuable insights into construction projects, it did not explore leadership skills in the context of social housing development, which has unique demands, such as working within community constraints and meeting affordability criteria. Furthermore, the research mainly focused on urban infrastructure projects, leaving a gap in understanding how leadership skills influence rural or mixed housing developments in Rwanda.

In Rwanda, Mukeshimana and Byansi (2023) conducted a study to explore the impact of project leadership skills on the success of social housing projects in Gasabo District. Their research found that leadership skills significantly influenced project success, with a regression coefficient of 0.38 ($p < 0.04$). The study concluded that effective leadership skills such as resource management, time management, and team building were crucial for the timely and successful completion of social housing projects. However, the study did not examine how different leadership skills affect specific phases of the project lifecycle, such as planning, construction, and delivery. Furthermore, the research did not compare how varying levels of leadership skill across different project managers influenced outcomes, suggesting a gap in understanding the precise impact of leadership skills at different stages of social housing projects, particularly in comparison to other East African countries.

2.4.2 Project leadership Experience and Project Success

In the United Kingdom, Johnson and Thomson (2020) explored the role of leadership experience in the success of construction projects. The study, which involved 120 project managers, found that leadership experience was a significant predictor of project success, with a regression coefficient of 0.58 ($p <$

0.02). The study highlighted that experienced project managers demonstrated a superior ability to anticipate and manage risks, navigate challenges, and make informed decisions, leading to improved project outcomes. The research also suggested that experienced leaders were better at coordinating teams and resources efficiently, resulting in higher quality deliverables. However, this study's focus on large-scale private sector construction projects limits its applicability to social housing projects, which often involve different types of stakeholders, such as government agencies and community groups. Additionally, it did not consider the impact of leadership experience in the public sector or affordable housing, which may involve unique challenges not seen in the private sector (Johnson & Thomson, 2020).

In Nigeria, Olawale and Sun (2021) examined how leadership experience affects the success of real estate and construction projects, using a sample of 160 project managers. The study found that leadership experience accounted for 65% of the variance in project success, with a regression coefficient of 0.47 ($p < 0.05$). The researchers concluded that leaders with more experience were better equipped to manage complex projects, foresee potential issues, and make decisions that kept the project on track. The study emphasized that experienced leaders were crucial for navigating the socio-political and economic factors that often hinder the progress of construction projects. However, the study did not specifically address social housing projects or explore how leadership experience in public sector housing differs from that in private real estate development, leaving a gap in knowledge regarding the unique demands of affordable housing initiatives in Africa, particularly in Rwanda.

In East Africa specifically in Uganda, Lukwago and Ssekamatte (2022) studied the influence of leadership experience on the success of infrastructure projects. The study used a regression model and found that leadership experience explained 56% of the variance in project success, with a regression coefficient of 0.52 ($p < 0.01$). The researchers found that experienced leaders had a greater ability to solve problems and make decisions under pressure, which directly contributed to improved project outcomes. However, the study focused on large infrastructure projects and did not consider the specific context of social housing, which often involves different project dynamics, such as working with marginalized communities and addressing affordability challenges. This gap indicates the need for further research into the role of leadership experience in social housing projects, particularly in East Africa (Lukwago & Ssekamatte, 2022).

In Rwanda, Ndayambaje and Mugisha (2023) conducted research to examine how leadership experience influences social housing project success in Kigali. Their study found that leadership experience significantly impacted project success, with a regression coefficient of 0.49 ($p < 0.03$). The study highlighted that leaders with more experience were better at managing the various challenges of social housing, such as navigating government policies, managing community expectations, and handling financial constraints. However, the study did not explore the specific phases of housing projects where leadership experience is most crucial, leaving a gap in understanding how experience affects different stages of the project lifecycle, from planning to execution and delivery (Ndayambaje & Mugisha, 2023).

3. Methodology

The research design for this study was carefully structured to provide a comprehensive framework for examining the influence of project leadership practices on the success of social housing projects supported by the Bank of Kigali in Gasabo District, Rwanda. A combination of descriptive and correlational designs was adopted to achieve this objective. Descriptive design enabled the researcher to portray the existing conditions and leadership characteristics as they naturally occur, while the correlational aspect explored the relationships between leadership variables such as skills, experience, style, and control—and project outcomes like budget adherence, timeliness, and stakeholder satisfaction. By integrating a mixed-methods approach, the study drew from both quantitative and qualitative data, allowing for a deeper and more nuanced understanding of the leadership dynamics within these housing projects.

The target population for the study comprised 3,487 individuals directly involved in or affected by the social housing projects in Gasabo District. This group included project managers, team members, contractors, local government officials, representatives from the Bank of Kigali, and most significantly, community beneficiaries. These categories were carefully selected to reflect both operational and community perspectives, ensuring that the research captured a holistic view of project success. The significant representation of community members (3,462) highlights the study's focus on assessing how leadership influences outcomes from the perspective of the intended project recipients.

To ensure that the findings would be statistically sound and representative, a stratified random sampling technique was employed. This method allowed for the population to be divided into relevant subgroups or strata based on their roles in the projects, from which participants were randomly selected in proportion to their presence in the overall population.

To determine the appropriate sample size for this study, the researcher used the formula for sample size estimation by Krejcie and Morgan (1970):

$$S = \frac{X^2 \cdot N \cdot (1-P)}{(d^2 \cdot (N-1)) + X^2 \cdot P \cdot (1-P)}$$

Where:
S = required sample size
X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (for 95% confidence, the value is 3.841)
N = population size
P = the population proportion (assumed to be 0.50 for maximum sample size)
d = the degree of accuracy expressed as a proportion (0.05)

Plug the values into the formula:

$$S = \frac{3.841 \cdot 3487 \cdot 0.50 \cdot (1-0.50)}{0.05^2 \cdot (3487-1) + (3.841 \cdot 0.50 \cdot (1-0.50))}$$

$$S = \frac{3,341.293}{9.67525} \approx 345.85$$

Using Krejcie and Morgan's formula for sample size determination, the researcher arrived at a sample size of 346 respondents. This stratified sample ensured that each group's voice was proportionately included, promoting balanced insights across all key stakeholder categories involved in the social housing initiatives.

Data collection drew on both primary and secondary sources to enhance the richness and validity of the findings. Primary data were collected through structured questionnaires and semi-structured interviews. The questionnaires, mainly distributed to community representatives, captured quantitative data on perceptions of leadership practices and project success. Interviews with project managers, Bank officials, and government representatives offered qualitative insights into leadership approaches and challenges. In addition, secondary data such as project reports, financial records, and evaluations were reviewed to contextualize the findings and corroborate primary data.

To ensure the instruments used in the study were both valid and reliable, a pilot study was conducted in a neighboring district with similar characteristics. Thirty respondents participated, providing valuable feedback that helped refine the clarity and relevance of the survey and interview questions. Content validity was verified through expert reviews, resulting in a high Content Validity Index (CVI) of 0.92, indicating that the instrument effectively captured the intended variables. Reliability was tested using Cronbach's Alpha, which yielded a coefficient of 0.783 across 25 items, an acceptable level that confirmed internal consistency and the dependability of the questionnaire.

Data analysis was conducted using both quantitative and qualitative methods to provide a comprehensive interpretation of the findings. Quantitative data from the questionnaires were coded and analyzed using SPSS version 26. Descriptive statistics summarized key patterns in leadership practices, while multiple regression analysis was used to test the relationship between leadership variables and project success indicators. The regression model allowed the researcher to quantify the extent to which leadership skills, experience, style, and control mechanisms influenced outcomes like timely completion, budget

adherence, and stakeholder satisfaction. Qualitative data from interviews were analyzed thematically, with recurring ideas and patterns coded and categorized to draw out deeper contextual insights.

Ethical considerations were a central aspect of this study, ensuring that the research process upheld the rights, dignity, and privacy of all participants. Ethical approval was secured from the relevant authorities, and informed consent was obtained from all respondents. Participants were clearly informed about the study's objectives, their voluntary participation, and their right to withdraw at any point. Confidentiality was maintained by anonymizing responses, and all data were securely stored with access restricted to the research team. These measures ensured the research adhered to the highest ethical standards, thereby strengthening the credibility, transparency, and integrity of the study's findings.

4. Results and Discussion

This section presents the results of the study, organized according to the specific objectives that guided the research. The analysis integrates both quantitative and qualitative data to provide a comprehensive understanding of how leadership skills and experience and control mechanisms influence project outcomes such as budget adherence, timely completion, and stakeholder satisfaction.

4.1 Findings

This section presents the key findings from the data analysis regarding the effect of project leadership practices on the success of social housing projects supported by the Bank of Kigali in Gasabo District. The findings are drawn from both the quantitative data obtained through surveys, including responses to Likert scale questions, and the qualitative insights gathered from interviews. The Likert scale questions measured various aspects of leadership practices, such as leadership skills, and experience and control mechanisms, and their perceived impact on project success indicators like budget adherence, project completion times, and stakeholder satisfaction.

4.1.1 Response Rate

The survey targeted a population of 3,487 individuals, from which a sample size of 346 respondents was selected. Of the 346 selected respondents, 14 participated in interviews, and 332 were administered questionnaires. Out of the 332 respondents who received the questionnaires, 269 (81.1%) returned the completed questionnaires, while 14 (19.9%) participated in the interviews. Therefore, the total number of respondents who participated in the study was 269 questionnaire respondents and 14 interview respondents, totaling 283 respondents (100%). The details are shown in the following table:

Table 1. Table showing response rate of respondents

Response rate	Frequency	Percentage
Questionnaires returned back	269	81.1
Questionnaires not returned	63	19.9
Total	332	100

Source: Primary data, 2025

According to Mugenda & Mugenda (2003), a response rate of 50% or higher is considered adequate for generalizing the results of the study. Therefore, the 81.1% return rate in this study is considered very high, reflecting strong engagement from the respondents.

4.1.2 Descriptive Statistics of Project Leadership Skills

The table 2 presented the perceptions of respondents related to the first research objective by determining how project leadership skills affect the success of the social housing project supported by the Bank of Kigali in Gasabo District. A scale of 1-5, was used to express the opinion of respondents where 5 =

Strongly Agree (SA), 4 = Agree (A), 3 = Neutral(N),
2 = Disagree (D) 1 = Strongly Disagree (SD)

Table 2: Project leadership skills on the success of the social housing project

Views of respondents	N	M	SD
The leader's conceptual skills significantly impact the success of the project.	269	4.1	.95
The leader's technical skills are essential for the successful execution of the project.	269	4.3	.88
The leader's human skills in managing team dynamics and relationships positively affect the project	269	4.3	.92
The leader's communication skills contribute to effective stakeholder engagement and project coordination	269	1.4	.66
The leader's decision-making skills are crucial for overcoming challenges and keeping the project on track	269	4.3	.98
Aggregate score		**3.7**	

Source: Primary Data, 2025-**Key :** M=Mean, **SD**=Standard Deviation

Table 2 offers valuable insights into the perceptions of respondents regarding the role of various leadership skills in the success of the social housing project supported by the Bank of Kigali in Gasabo District. The respondents were asked to assess different leadership qualities using a 5-point Likert scale, where higher scores indicate stronger agreement with the statement that these leadership skills are important for the success of the project.

The first leadership skill assessed in the study was conceptual skills, which involves a leader's ability to think strategically, understand the broader context of the project, and formulate long-term goals and plans. The results show a mean score of 4.1, which suggests that respondents generally agreed that conceptual skills contribute to the success of the project. However, the mean score is slightly lower than those for other leadership skills, indicating that while many respondents saw these skills as important, some viewed them as less critical in comparison to more technical or interpersonal skills. The standard deviation of 0.95 reflects a moderate level of variation in responses, suggesting that there was some diversity of opinion on the importance of conceptual skills. While most respondents recognized their value, a portion of the respondents may have felt that other leadership abilities were more directly linked to the day-to-day success of the project.

Moving on to technical skills, which refer to the leader's proficiency in managing the operational aspects of the project such as resource allocation, budgeting, and overseeing construction—these were found to be highly valued by respondents. The mean score of 4.3 and standard deviation of 0.88 indicate strong agreement among respondents that technical expertise is crucial for successful project execution. The relatively low standard deviation suggests that there was a broad consensus on this point, with respondents widely recognizing that a leader's technical knowledge and capability are essential to addressing the logistical challenges and complexities of the social housing project. The higher mean score for technical skills underscores the importance placed on these competencies, particularly in ensuring the practical and effective delivery of the project.

Another key leadership skill considered in the study was human skills, which encompass the leader's ability to manage relationships, facilitate teamwork, and navigate interpersonal dynamics within the project team. This aspect of leadership is critical for ensuring that the project team works collaboratively and stays motivated throughout the project. The mean score for human skills was also 4.3, with a standard deviation of 0.92, which indicates that respondents largely agreed on the importance of these skills for the success of the project. The slightly higher standard deviation in this case suggests that there was some variation in how strongly respondents felt about the significance of human skills, with a few respondents perhaps viewing other skills, such as technical or decision-making abilities, as more vital. Nevertheless, the high mean score confirms that the ability to manage people and team dynamics is seen

as an essential aspect of leadership in the context of this social housing project.

The study also examined the importance of communication skills in project leadership. Clear and effective communication is a cornerstone of project management, particularly in a context involving multiple stakeholders, such as government bodies, financial institutions, and community members. The mean score of 4.3 for communication skills, along with a standard deviation of 0.66, indicates that respondents strongly agreed on the critical role that communication plays in project success. The low standard deviation suggests a high level of consensus among respondents, reflecting a shared understanding that effective communication helps in aligning project goals, managing expectations, and ensuring that issues are addressed promptly. As a result, the strong emphasis on communication skills indicates that respondents view the leader's ability to clearly convey information and engage with stakeholders as vital for the smooth operation of the project.

Lastly, the decision-making skills of the leader were assessed, reflecting the importance of the leader's ability to make timely and informed choices, particularly in the face of challenges and unforeseen obstacles. The mean score for decision-making was also 4.3, accompanied by a standard deviation of 0.98, suggesting that while respondents generally agreed that decision-making is critical for project success, there was slightly more variability in how strongly they felt about this skill. The higher standard deviation points to some differences in opinion, possibly reflecting variations in how respondents viewed the relative importance of decision-making compared to other leadership skills. However, the high mean score reaffirms that respondents considered the ability to make sound, quick decisions an essential quality for a project leader, particularly when facing difficult situations that require effective problem-solving and course correction.

4.1.3 Descriptive Statistics of Project Leadership Experience

Table 3 presented the perceptions of respondents related to the first research objective by determining how project leadership experience affects the success of the social housing project supported by the Bank of Kigali in Gasabo District. A scale of 1-5, was used to express the opinion of respondents where 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Neutral(N), 2 = Disagree (D) 1 = Strongly Disagree (SD)

Table 3: Project leadership experience on the success of social housing project

Views of respondents	N	M	SD
The leader's time in years of experience positively impacts project success	269	4.3	.90
The leader's qualifications (academic and professional) contribute significantly to the project's success	269	4.6	.69
The leader's past involvement in similar projects enhances their ability to manage the current project.	269	1.2	.44
The leader's experience in crisis management helps to address unforeseen challenges effectively.	269	4.3	.89
The leader's experience in mentorship helps in developing a motivated and effective project team.	269	4.3	.92
Aggregate Score		**3.7**	

Source : Primary Data, 2025-**Key :** M=Mean, **SD**=Standard Deviation

Table 3 offers valuable insights into how respondents perceive the influence of project leadership experience on the success of the social housing project supported by the Bank of Kigali in Gasabo District. The data was collected using a 5-point Likert scale, and the mean (M) and standard deviation (SD) values for each statement were calculated to understand the extent to which leadership experience impacts project success.

The statement regarding the leader's time in years of experience received a mean score of 4.3, indicating that the majority of respondents agreed that the leader's experience, particularly the number of years

spent in the field, positively influences the success of the project. The standard deviation of 0.90 shows a moderate level of variability, suggesting that while most respondents felt that experience in years is important, there were some differing opinions on how much impact this factor has on project success. However, the overall agreement still highlights the value respondents place on leadership experience in terms of its duration.

In contrast, the statement about the leader's qualifications (both academic and professional) garnered the highest mean score of 4.6, reflecting strong agreement among respondents that a leader's qualifications significantly contribute to the success of the project. The low standard deviation of 0.69 further emphasizes this consensus, showing that the respondents were largely aligned in their views that qualifications play a pivotal role in ensuring effective project leadership. This finding suggests that academic and professional credentials are highly regarded by respondents as crucial factors in project success.

When examining the statement on the leader's past involvement in similar projects, the results were significantly different. This statement received a mean score of 1.2, indicating that respondents strongly disagreed with the idea that past experience in similar projects enhances the leader's ability to manage the current project. The low standard deviation of 0.44 indicates that there was little variability in responses, showing that most respondents held the same view that past involvement in similar projects does not add significant value to managing the social housing project. This finding is surprising because it challenges the common assumption that prior experience in related projects is beneficial. It suggests that respondents place less importance on the leader's past project experience and may instead value other leadership qualities that are more adaptable to the current project's unique challenges.

The statement on the leader's experience in crisis management received a mean score of 4.3, indicating that respondents agreed that a leader's ability to manage crises is critical for addressing unforeseen challenges. The standard deviation of 0.89 reflects moderate agreement, suggesting that while most respondents considered crisis management experience valuable, there was some divergence in how strongly this view was held. Nonetheless, this result points to the importance of having a leader who can effectively navigate unforeseen challenges, a key skill for managing complex projects such as social housing initiatives.

Lastly, the statement on the leader's experience in mentorship received a mean score of 4.3, indicating strong agreement that mentorship is crucial for developing a motivated and effective project team. The standard deviation of 0.92 indicates some variability in responses, suggesting that while most respondents acknowledged the value of mentorship, a few might have placed less emphasis on it compared to other aspects of leadership experience. Nevertheless, the general consensus was that mentorship plays an important role in building a cohesive and motivated team, which is essential for the success of any project

4.1.4 Inferential Statistics

To analyze the data, various inferential statistical tests were conducted, including correlation analysis, normality testing, and multiple regression analysis, to assess the relationships between leadership factors and the success of the social housing project.

4.1.4.1 Normality Test

The normality test is a statistical procedure used to determine whether the data follows a normal distribution. It is important to check normality before applying certain parametric tests, such as t-tests or ANOVA, as these tests assume that the data follows a normal distribution. In the context of this study, a normality test was performed to assess whether the data on project leadership styles, control mechanisms, and the success of the social housing project are normally distributed. To perform the normality test, various methods can be used, including visual methods like histograms or Q-Q plots, and statistical

tests like the Shapiro-Wilk test or Kolmogorov-Smirnov test**.** The Shapiro-Wilk test is widely used for small to medium-sized datasets and tests the null hypothesis that the data follows a normal distribution. If the p-value from the test is greater than 0.05, the null hypothesis is not rejected, indicating that the data is normally distributed. The following tables give details:

Table 4. Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
The effectiveness of the project is evident in how well it achieved its intended goals and objectives.	.329	269	.000	.743	269	.000
The efficiency of the project is demonstrated by its completion within the set time frame and budget.	.322	269	.000	.686	269	.000
The project had a positive impact on the community by significantly improving the living conditions	.335	269	.000	.671	269	.000
The sustainability of the project is clear in its ability to provide long-term benefits to the community.	.437	269	.000	.603	269	.000

a. Lilliefors Significance Correction

The Tests of Normality table for the project effectiveness, efficiency, community impact, and sustainability variables show that both the Kolmogorov-Smirnov and Shapiro-Wilk tests yield p-values of 0.000 for all items. Since these p-values are much smaller than the standard significance level of 0.05, the null hypothesis is rejected for each variable, indicating that the data for each variable does not follow a normal distribution. As a result, the assumptions of normality are not met for these project-related measures, suggesting that non-parametric methods or data transformations should be considered for further analysis.

4.4.2.Pearson Correlation analysis

To quantify the strength of the relationship between the variables, the study used Karl Pearson's coefficient of correlation. The Pearson product-moment correlation coefficient (or Pearson correlation coefficient for short) is a measure of the strength of a linear association 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 association between the two variables. A value greater than 0 indicates a positive association, that is, as the value of one variable increases so does the value of the other variable. The following table gives details:

Table 5. Correlation matrix between independent and dependent variables

		X1	**X2**	**Y**
Leadership skills (X1)	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	269		
Leadership experience (X2)	Pearson Correlation	.816**	1	
	Sig. (2-tailed)	.000		
	N	269	269	
Project Success(Y)	Pearson Correlation	.781**	.685**	1
	Sig. (2-tailed)	.000	.000	
	N	269	269	269

Key= leadership skills (X1), leadership experience (X2), and Project success (Y)

The Pearson correlation matrix in Table 5 provides valuable insights into the relationships between project leadership skills (X1), project leadership experience (X2), and project success (Y). The analysis of these correlations reveals strong, positive associations, indicating that various aspects of project leadership significantly influence the success of the social housing project supported by the Bank of Kigali in Gasabo District. First, project leadership skills (X1) exhibit a strong positive correlation with project success (Y), with a Pearson correlation coefficient of 0.781 ($p < 0.01$). This suggests that higher levels of project leadership skills are associated with greater success in the project. The strength of this relationship underscores the importance of skilled leadership in ensuring effective project execution, highlighting that the competencies of the project leader directly influence the project's outcomes.

Similarly, project leadership experience (X2) also demonstrates a robust positive relationship with project success (Y), with a correlation coefficient of 0.685 ($p < 0.01$). This indicates that the more experienced the project leader, the more likely the project will succeed. The substantial connection between project leadership experience and project success further suggests that seasoned project leaders bring invaluable insights and strategies that help in navigating challenges and achieving desired outcomes in complex projects like social housing. Therefore, the results from the Pearson correlation analysis underscore the critical role of project leadership in the success of the social housing project.

4.4.3. Regression analysis

In this section, regression analysis is conducted to examine the relationship between project leadership practices and the success of the social housing project supported by the Bank of Kigali in Gasabo District. The regression model aims to determine the extent to which leadership skills, experience, control mechanisms, and leadership styles contribute to the success of the project. The results of this analysis helped in understanding how these factors interact with the overall project outcomes, providing valuable insights into the role of leadership in successful project management.

The regression analysis model used for this study is based on a multiple regression approach. The dependent variable, project success, is measured through various indicators such as timely completion, adherence to the budget, quality of housing, and the long-term sustainability of the project. Independent variables include project leadership skills, leadership experience, leadership control, and leadership styles. The analysis helped assess the significance and strength of the relationships between these variables.

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861[a]	.741	.737	.23249

a. Predictors: (Constant), leadership skills (X1), and leadership experience (X2)

Table 6 presents the model summary for the regression analysis, which provides insight into the relationship between the independent variables (leadership skills and leadership experience) and project success. The model demonstrates a strong correlation, as evidenced by the R value of 0.861, indicating a robust linear relationship between the predictors and project success. The R Square value of 0.741 shows that approximately 74.1% of the variance in project success can be explained by the combination of leadership skills, experience, control, and leadership styles. Furthermore, the Adjusted R Square value of 0.737 accounts for the number of predictors in the model, adjusting for any overestimation in the R Square, suggesting a well-fitting model. The standard error of the estimate (0.23249) reflects the average deviation of the observed project success values from the predicted values, which indicates that while the model explains a significant portion of the variance, there is still some level of error or unpredictability.

Table 7: Anova Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.875	4	10.219	189.060	.000[b]
	Residual	14.269	264	.054		
	Total	55.144	268			

a. Dependent Variable: Project success (Y)

b. Predictors: (Constant), Leadership skills (X1), and leadership experience (X2)

The ANOVA results in Table 7 indicate a significant relationship between the independent variables project leadership skills (X1), and project leadership experience (X2), The F-value of 189.060 is highly significant with a p-value of 0.000, which is less than the standard significance level of 0.05. This suggests that the model as a whole is statistically significant in explaining the variance in project success. The regression sum of squares (40.875) is much larger than the residual sum of squares (14.269), which further emphasizes the relevance of the predictors in contributing to the overall project success. The high F-value indicates that the combined effect of project leadership skills, project leadership experience, project leadership control, and project leadership styles is substantial in determining the success of the project.

Table 8: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.669	.164		-4.086	.000
	Leadership skills (X1)	.269	.128	.306	2.110	.036
	Leadership experience (X2)	.505	.045	.388	11.257	.000

a. Dependent Variable: Project Success(Y)

b. Predictors: (Constant),), (X1), (X2)

Table 8 presents the results of a regression analysis examining the impact of Leadership Skills (X1) and Leadership Experience (X2) on Project Success (Y). The findings indicate that both leadership skills and experience significantly contribute to project success. Specifically, leadership skills (B = 0.269) have a moderate positive effect, while leadership experience (B = 0.505) demonstrates a stronger positive impact on project success, with a higher standardized coefficient (Beta = 0.388 compared to Beta = 0.306). The p-values for both variables are below 0.05, confirming their statistical significance. The constant term of -0.669 suggests that in the absence of both leadership skills and experience, project success would be negative. Overall, the results suggest that enhancing both leadership skills and experience is crucial for ensuring successful project outcomes, with leadership experience having the most substantial influence.

4.2. Discussion of Findings

This section synthesizes the findings from the descriptive statistics, correlation analysis, and regression modeling to provide a comprehensive understanding of how leadership skills and experience influence the success of social housing projects, specifically the one supported by the Bank of Kigali in Gasabo District.

The descriptive statistics indicate that respondents perceive leadership skills as a critical factor in the success of the social housing project. This aligns with

existing literature that emphasizes the importance of leadership competencies in project management. For instance, a study by Rehan et al. (2024) identified key project success factors, including relationship management, leading by example, self-management, and effective communication, which are all aspects of leadership behavior impacting project success positively and significantly. Furthermore, transformational leadership, characterized by inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration, has been shown to positively influence project success. A meta-analysis by Shafi et al. (2020) confirmed that transformational leadership behaviors enhance team members' understanding of project goals, roles, and responsibilities, leading to improved project outcomes.

The descriptive statistics also highlight the significance of leadership experience in project success. Respondents emphasized the value of a leader's qualifications, crisis management experience, and mentorship abilities. This finding is consistent with research by Oyaya (2017), who found that leadership styles, including aspects of experience, significantly influence the performance of housing construction projects. Moreover, the mediating role of team-building in the relationship between transformational leadership and project success underscores the importance of leadership experience. A study by Rehan et al. (2024) found that team-building partially mediates the effect of transformational leadership on project success, suggesting that experienced leaders who foster strong teams can enhance project outcomes.

The Pearson correlation analysis reveals strong positive associations between leadership skills, leadership experience, and project success. This interdependence suggests that both the competencies of the leader and their accumulated experience contribute significantly to the project's success. The findings align with the work of Rehan et al. (2024), who identified leadership practices as key success factors in construction projects. Additionally, the correlation between leadership experience and project success supports the notion that seasoned leaders bring invaluable insights and strategies that help navigate challenges and achieve desired outcomes in complex projects like social housing.

The regression analysis further elucidates the contributions of leadership skills and experience to project success. Both factors were found to be significant predictors, with leadership experience having a stronger impact. This finding is supported by the work of Oyaya (2017), who found that leadership styles, encompassing aspects of experience, significantly influence the performance of housing construction projects. The adjusted R-square value of 0.737 indicates that the model explains a substantial portion of the variance in project success, underscoring the critical role of leadership in determining project outcomes.

The findings suggest that enhancing both leadership skills and experience is crucial for ensuring successful project outcomes. Leadership development programs should focus on cultivating competencies such as technical knowledge, communication, decision-making, and human relations, as these are foundational for addressing the dynamic challenges that arise during project implementation. Moreover, fostering leadership experience through mentorship and exposure to diverse project scenarios can equip leaders with the practical insights necessary to navigate complex project environments effectively.

5. Conclusion and Recommendations

The conclusion and recommendations section summarizes the key findings of the study and offers insights for improving future project leadership in social housing initiatives. It highlights the importance of leadership skills and experience in driving project success and provides actionable recommendations for enhancing these leadership qualities in similar projects

5.1 Conclusion

In conclusion, this study highlighted the critical role that leadership skills and experience play in determining the success of social housing projects, particularly those supported by the Bank of Kigali in Gasabo District. The findings emphasized that effective leadership, encompassing both technical skills and practical experience, significantly contributes to achieving project goals such as timely completion, adherence to budgets, and long-term sustainability. Leadership experience, especially in crisis management and mentorship, was found to have

a particularly strong influence on project outcomes. Furthermore, the study revealed that leadership qualifications and skills were highly valued by stakeholders, underlining their importance in the effective execution of complex projects.

5.2 Recommendations

Based on the study findings, the following recommendations are made:

1. The Bank of Kigali and other stakeholders should invest in comprehensive leadership development programs to enhance both leadership skills and experience. These programs should specifically focus on areas such as crisis management, mentorship, and project management to ensure that future leaders are well-equipped to handle complex project challenges and drive successful outcomes.

2. It is recommended that future social housing projects should prioritize appointing leaders with extensive experience in managing similar projects. These leaders should bring their proven expertise to navigate challenges effectively and ensure the project's success by leveraging their skills and insights gained from past experiences.

3. The Bank of Kigali and other project stakeholders should create opportunities for collaboration and knowledge-sharing among project leaders. By organizing workshops, forums, and networking events, they should facilitate the exchange of best practices and lessons learned, which can help improve leadership effectiveness and enhance the overall success of social housing projects.

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