MANAGEMENT AND PERFORMANCE OF PUBLIC PROJECTS IN RWANDA. A CASE OF VISION UMURENGE PROGRAMME RUHANGO SECTOR

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Abstract

The purpose of the study was to determine performance of public projects in Rwanda. The specific objectives of the study were to examine the effect of project leadership on project performance, to find out the effect of project financing on project performance, to find out the effect of monitoring and evaluation on project performance and to find out the effect of beneficiary involvement on project performance of VUP RUHANGO SECTOR. The data was collected through questionnaire and documentation techniques with population of all 1000 beneficiaries and 50 staffs of VUP RUHANGO SECTOR. Data was analysed using Microsoft Excel and SPSS 22.0 software to create tables, frequencies, and statistics. With M =4.32 and SD = 0.895 confirmed that project leaders ensures there is effective communication during project implementation, M = 4.27 and SD =0.928 confirmed that project leadership clearly states the roles and duties of each member in achievement of goals. M =3.91 and SD = 0.981 confirmed that the projects funds are disbursed on time which ensure projects are implemented timely. There was a moderate and positive correlation found between VUP Ruhango Sector Monitoring and evaluation and Project Performance, with a Pearson Correlation value of 0.743 being the most significant. According to the correlation table, Beneficiary Involvement and Project Performance have a strong correlation of 0.807 according to Pearson. As you can see, it is significantly less than the 0.05 and 0.01 levels of significance.

Keywords: *Project, Management, Performance and Public Projects*

Project management vital constructs include the incorporation of planning, risk assessment, evaluation, monitoring, and engagement of stakeholders in the stages of project management (Khaemba, 2016). Projects Monitoring and Evaluation have progressively turned out to be key functions as projects grow to be complex and bigger. The cycle to monitor and evaluate comprise of a plan; executing the plan; checking and recording the results; report the results, the parameters planned and variations; and make corrections concerning the variations (Sawant, 2018). As characterized by Freeman (2016) involvement of stakeholders alludes to joining the interests of proprietors, sponsors, organizations that perform, or the general population, who are effectively engaged with the project or whose interests might be emphatically or contrarily influenced by the project implementation or success. But this may not be applicable to unbendingly designed projects. Project success has been defined as the degree to which goals and objectives of a project are met (Nickerman, 2015). Public projects

have been causing losses of billions of francs to the Rwandan Government suspected to be caused by improper project management practices.

Problem Statement

Scholars especially project managers argued that project failing is due to one or more of these four 'project failure criteria'; "Not delivering when it was expected (Scheduled), not delivering it at the cost expected (budget), not delivering all the functionality that was expected (scope), and not delivering the functionality with the expected quality". What many project managers would probably not put on their 'project failure criteria' list is the criterion that deems to be the cardinal one, the single biggest factor on which the business typically assessed a project as a failure, namely, "Not realizing the full business benefits, as presented in the original business case (Billows, 2015). The major causes of failures cited include insufficient implementing capacity, inadequate monitoring and evaluation, lack of standardized methodologies to guide project management, weak project design, insufficient stakeholder participation and political interference (Msafiri, 2015) However, (Nickerman, 2015)indicated that stakeholder participation has weak and not statistically significant influence of successful project implementation. (Bjeirmi, 2016)failed to isolate stakeholder participation as a significant determinant of effective project implementation. Rigidly designed public projects lead to deficient performance or worse to total failure. This leaves a significant knowledge gap which this study filled. This study hence aimed to fill the missing link by investigating the determinants of project management on the performance of public project especially case of VUP RUHANGO SECTOR.

General Objective

The general objective of the study is to assess the management and performance of public projects in Rwanda.

Specific Objectives

The specific objectives were: To examine the effect of project leadership on project performance of VUP RUHANGO SECTOR; To find out the effect of project financing on project performance of VUP RUHANGO SECTOR; To find out the effect of monitoring and evaluation on project performance of VUP RUHANGO SECTOR; To find out the effect of beneficiary involvement on project performance of VUP RUHANGO SECTOR.

Literature Review

Definition of Key Concepts: Project Management: Project management is defined as the process of controlling the achievement of the project objectives, using the existing organizational structures and resources and manage the project by applying a collection of tools and techniques without interrupting the routine operation of a company or organization (Bjeirmi, 2016).

Some of the functions of project management are defining the work requirement, allocating resource needs, planning the execution of work required, monitoring the progress of the work and taking action to unexpected events that took place (Wells, 2017).

Project Performance: Performance is the ability of a project to deliver intended outcomes while meeting the constraints of scope, cost, and quality (Srica, 2018). Projects are successful if they are completed on time, within budget, and to performance requirements. To bring the many components of a large project into control there is a large toolkit of techniques, methodologies, and tools. These techniques provide the tools for managing different components involved in a project: planning and scheduling, developing a product, managing financial and capital resources, and monitoring progress.

Theoretical Framework

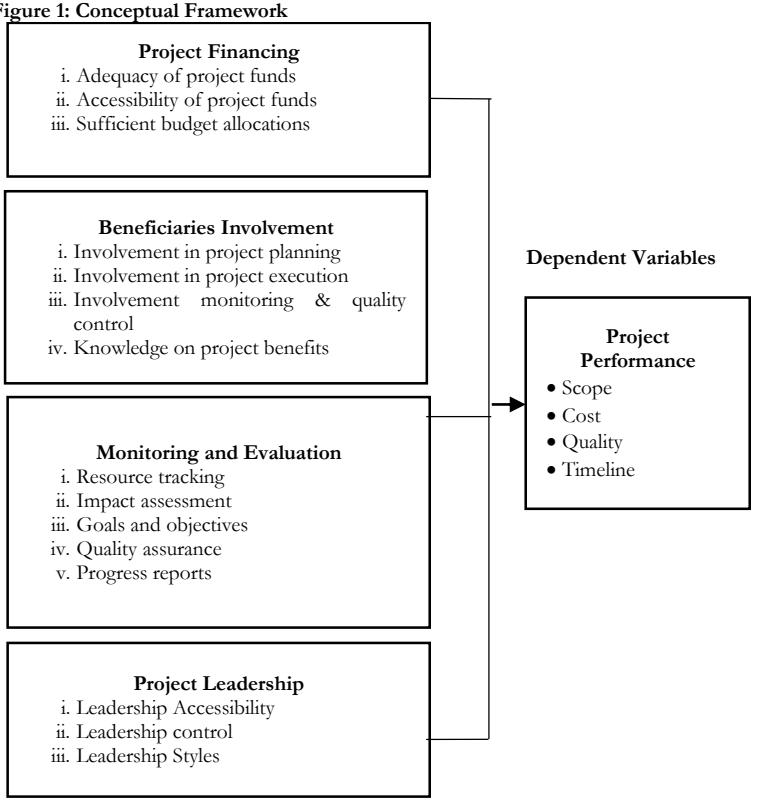
Complexity Leadership Theory: Given the centrality of complexity in determining organizational outcomes, researchers have developed innovative approaches to leadership grounded in complexity theory (Hazy, 2016). These approaches are motivated by the desire to develop leadership models that more accurately reflect the complex nature of leadership as it occurs in practice (Marion, 2015). They represent a growing concern that traditional models of leadership are insufficient for understanding the dynamic, distributed, and contextual nature of leadership in organizations (McKelvey, 2016). This theory offers a valuable framework for managing public projects by promoting flexibility, creativity, and collaboration in complex environments. By empowering individuals at all levels of an organization to act as leaders and encouraging adaptive responses to change, CLT can help public sector organizations effectively address the unique challenges associated with project management. The relationship between Complexity Leadership Theory, project leadership, project financing, monitoring and evaluation, beneficiary involvement, and project performance is interconnected and multidimensional. By integrating these elements effectively, organizations can enhance their capacity to manage complexity, drive innovation, optimize resources, and achieve sustainable development outcomes.

Systems Theory: First proposed by (Bertalanffy, 2015) systems theory has been used for decades as an analytical approach to understand the operation of complex systems. (Khaemba, 2016) a system is a set of several independent and regularly interacting units or subsystems that work together to achieve a set of pre-determined objectives. Therefore, systems theory provides a framework for defining the subject entity, creating a formalized model of the entity, hence enabling the ability to understand the entity in terms of the elements and their properties, and thereby understanding results (Marion, 2015). Systems theory states that real systems are open to, and interact with, their environments, and that they

can acquire qualitatively new values through resulting through emergence resulting in continual evolution. This shows that Integrating Systems Theory into project leadership practices, securing adequate project financing, implementing robust monitoring and evaluation mechanisms, and actively involving beneficiaries can all contribute to enhancing project performance by fostering a holistic understanding of projects as complex systems with interconnected components.

2.3: Conceptual Framework

Figure 1: Conceptual Framework



Source: Researcher's design 2023

The conceptual framework clarify variables where project finance refers to the funding of long-term projects, such as public infrastructure or services, industrial projects, and others through a specific financial structure. Finances can consist of a mix of debt and equity. While monitoring information can be collected and used for ongoing management purposes, reliance on such information on its own can introduce distortions because it typically covers only certain dimensions of a project's or program's activities, and careful use of this information is needed to avoid unintended behavioural incentives. While dependent variable is project performance

which defined with success looks like for a project, otherwise it is impossible to achieve it.

Research Methodology

Profile of VUP Ruhango District: The Vision 2020 Umurenge Program (VUP) is a government-led initiative in Rwanda aimed at poverty reduction and rural development. Ruhango District is one of the districts where the VUP program has been implemented to improve the livelihoods of its residents.

Ruhango District is located in the Southern Province of Rwanda. It covers an area of approximately 680 square kilometers and has a population of around 340,000 people. The district is known for its agricultural activities, with crops such as maize, beans, and potatoes being the main sources of livelihood for the residents.

The VUP program in Ruhango District focuses on providing support to vulnerable households through various interventions such as public works, financial inclusion, and social protection. The program aims to improve access to basic services, create employment opportunities, and enhance social cohesion within the community. In Ruhango District, the VUP program plays a crucial role in improving the livelihoods of residents by offering employment opportunities, skills development, and access to financial services.

Sample Size determination

Among these strategies to determining sample size, our study used a strategy of Yamane formula to calculate a sample size. The formula of (Yamane, 1967) was used to determine the representative sample. For this reason, all 1000 beneficiaries and 50 staffs of VUP RUHANGO SECTOR was investigated.

The formula was used to determine the sample is written as following:

$$n= \frac{N}{1+N(e)^2}$$

N= Population = 1050

$(e)^2$= Sampling error = 10%

The level of precision in this research is 10%, means that the confidence level of the result on this research is 90%.

$$n= \frac{N}{1+N(e)^2} = \frac{1050}{1+1050(10\%)^2}$$

$$n= \frac{1050}{1+1050\ (0.1)^2} = 91$$

n = Sample size = 91

To access to the sample the researcher used the simple random sampling, the sampling technique whereby, all members of population have equal chance of being included in the sample.

Data Collection Techniques and Tools

A questionnaire, according to Nachmias (2018), is a series of questions intended to obtain information from respondents. It's also used to refer to

a series of self-administered questions. In this study, the questionnaire included both closed-ended and open-ended questions to allow respondents to convey their overall opinions while also allowing them to provide their own replies to the questions. In this study, a set of question was given to the staffs and beneficiaries of VUP RUHANGO SECTOR.
Validity refers to the extent to which research results can be accurately and interpreted and generalized to other populations, it was the extent to which research questionnaires measured what they are intended to measure as simplified by Oso and Onen (2008). To establish validity, the questionnaire was given to two experts to evaluate the relevance of each item in the questionnaire to the objectives and rate each item on scale of very relevant (4), quite relevant (3), somewhat relevant(2), and not relevant(1). Using the content validity index (CVI), the value was 0.78, meaning the instrument was valid. The validity of the interview and observation guides was determined by content analysis of the questions in relation to the objectives. Reliability basically refers to measurement of internal consistency of test items. A calculation using Cronbach's alpha was computed for testing the reliability of the likert scale type questionnaire and the result was 0.75, meaning the instrument was reliable as per Tavakol and Dennick (2011).

Methods of Data Analysis

Data analysis entails the organizing and interpretation of data collected in relation to each study aim. The mean is calculated by dividing the total number of all identified results from the trial by the total number of occurrences. The mean is calculated as follow:

$\bar{x}$ represents the mean and x represents the detected results from the trial. $\bar{x}=\frac{1}{n}\sum_{i=1}^{n} xini$ (Ghahramani, 2018).

Table 1: Evaluation of Mean

Mean	Interpretation
1.00-1.49	Strongly Disagree
1.50-2.49	Disagree
2.50-3.49	Neutral
3.50-4.49	Agree
4.5-5.100	Strongly Agree

Source: (Berman and Saunders, 2018)

The standard deviation is a statistical number utilized to know the quality of the data that are distributed to the average. By formula, the standard deviation is computed as follows:

$\sigma = \sum_{i=1}^{n} \sqrt{\frac{1}{N}(\mathrm{x}-\mu)^2}$ (Ghahramani, 2018)

Table 2: Evaluation of Standard deviation

Standard deviation	Quality of data
Standard deviation <0.5	Low dispersion of data (homogeneity)
Standard deviation >0.5	Big dispersion of data (heterogeneity)

Source: (Saunder, 2018)

Correlation is used in this study to show the statistical relationship between two variables. Thus, we was able to see the relationship between determinants of project management and performance on public projects in Rwanda. The following are the statistical guidelines we based on to show the correlation coefficient.

Table 3: Evaluation of Correlation

Correlation coefficient	Interpretation
r=1	Perfect linear correlation
0.9<r<1	Strong linear correlation
0.7<r<0.9	High correlation
0.5<r<0.6	Moderate correlation
0<r<0.5	Weak correlation
r=0	No correlation

Source: (Franklin, 2019)

Apart from the methods stated above the following methods was also used in data analysis and interpretation;

Regression Analysis Description

In this investigation, a multiple regression model was used:

$Y = \beta o+\beta 1X1+\beta 2X2+\beta 3X3+ \beta 4X4+ €$

Project Performance = Dependent Variable - Constant €=Error = Beta Coefficient: This determines how many standard deviations shifted for a dependent variable for each extra standard deviation of the independent variable.

X1: Project leadership; X2: project financing; X3: Monitoring and Evaluation; X4: Beneficiary Involvement; Where: Y: is Project performance determined by Scope, Cost, Quality and Timeline

Research Findings

This chapter contains the results that attempt to address the study questions as well as the data obtained in accordance with the planned research objectives. The chapter is extremely important to the whole study project since primary facts are examined, presented, and used as the foundation for the conclusion.

Table 4: Identification of respondents

		Frequency	Percent
Gender of Respondents	Male	57	62.6
	Female	34	37.4
	Total	91	100.0
Age of respondents	21 – 30 years	26	28.6
	31 – 40 years	34	37.4
	41 - 50 years	17	18.7
	51 years and above	14	15.3
	Total	91	100.0
Education level	Diploma	29	31.9
	Bachelor's degree	30	33.0
	Master's degree	19	20.9
	PhD	0	-
	Other	13	14.3
	Total	91	100.0

Source: Primary data (2023) using IBM SPSS Statistics 25

Based on the results obtained from the table below shows that the majority of respondents male. On classification of ages most of the respondents their ages are classified between 31 – 40 years. The results shows that most of respondents have a bachelor's degree, followed by master's degree, diploma and Technical and Vocational Education and Training.

Table 5: Project leadership

Project Leadership	Mean	StD
Existing leadership style ensures there is accessibility of leaders for consultation on project issues	4.43	0.796
There is accountability of project implementation from the leadership	4.37	0.854
The leadership ensures there is adequate resources for project success	4.34	0.801
Project leaders ensures there is effective communication during project implementation	4.32	0.895
Project leadership clearly states the roles and duties of each member in achievement of goals	4.27	0.928

Source: Primary data (2023)

Table 2 shows that Project leadership with existing leadership style ensures there is accessibility of leaders for consultation on project issues. This means that project leaders who incorporate their existing leadership style into their project management approach make themselves readily available for consultation on project-related matters. This accessibility fosters open communication, collaboration, and problem-solving within the project team, ultimately leading to more successful project outcomes.

Table 6: Influence of project financing on project performance of VUP Ruhango Sector

Project financing	Mean	Std
There is adequate fund for each aspect of project implementation	4.27	0.939
It is easy to access funds allocated for various projects	3.97	0.939
Funds are allocated per the budgeted activities	3.94	0.924
Funds are sustainable to run the project as per the stipulated time of the project implementation	3.92	0.876
Projects funds are disbursed on time which ensure projects are implemented timely	3.91	0.981

Source: Primary data (2023)

Table 3 shows that the influence of project financing on project performance of VUP Ruhango Sector can be significant in various aspects. Adequate funding for each aspect of project implementation ensures that resources are available to carry out activities effectively and efficiently. Easy access to allocated funds allows for smooth project execution without delays or interruptions due to financial constraints. When funds are allocated per the budgeted activities, it helps in maintaining financial discipline and ensures that resources are utilized as planned. Sustainable funds that can run the project for the stipulated time of implementation are crucial for the successful completion of the project. Timely disbursement of project funds is essential as it ensures that projects are implemented on schedule, leading to improved project performance.

Table 7: The influence of evaluation on project performance of VUP Ruhango Sector

Evaluation	Mean	Std
Project evaluation inform change which is essential for project performance	3.83	0.886
Resources tracking affects project scope on implementation of VUP RUHANGO SECTOR	3.78	0.962
There is periodic evaluation of VUP RUHANGO SECTOR and feedback provided to stakeholders	4.42	0.762

Source: Primary data (2023) using IBM SPSS Statistics 25

Table 4 shows that project evaluation plays a crucial role in determining the success and effectiveness of projects, including the VUP Ruhango Sector project. By systematically assessing the progress, outcomes, and impact of the project, evaluation provides valuable insights that inform decision-making and drive improvements. Through the process of evaluation, stakeholders can identify strengths and weaknesses, measure performance against objectives, and make informed adjustments to enhance project performance.

Periodic evaluation of the VUP Ruhango Sector project ensures that stakeholders receive timely feedback on the project's progress and performance. This feedback loop is crucial for maintaining stakeholder engagement, addressing concerns or issues promptly, and making necessary adjustments to improve project outcomes. The mean score of 4.42 and standard deviation of 0.762 indicate a relatively high level of satisfaction and consistency in the feedback provided to stakeholders, highlighting the effectiveness of the evaluation process in driving continuous improvement.

Table 5: The influence of evaluation on project performance of VUP Ruhango Sector

Monitoring	Mean	Std
Monitoring of VUP RUHANGO SECTOR identifies areas for improvement in the course of implementation	3.72	1.029
The project monitoring always ensures that the all goals and objectives of all projects are achieved	4.28	0.926
Project status is tracked consistently and circulated to relevant stakeholders	4.14	0.857

Source: Primary data (2023) using IBM SPSS Statistics 25

The table above shows that in project management, monitoring plays a crucial role in ensuring the successful implementation of projects. Monitoring involves systematically collecting and analyzing information to track the progress of a project and identify any areas that may need improvement. The monitoring of the VUP RUHANGO SECTOR project aims to assess whether the project is on track to achieve its goals and objectives. By closely monitoring the project, stakeholders can identify any challenges or bottlenecks that may arise during implementation and take corrective actions to address them.

Table 6: Beneficiary involvement on project performance of VUP Ruhango Sector

Beneficiary Involvement	Mean	Std
The structures established for beneficiary involvement enables effective implementation of VUP Ruhango Sector	3.65	0.982
Implementation of VUP RUHANGO SECTOR is a collective responsibility that involves all stakeholders including beneficiaries	3.64	1.039

VUP RUHANGO SECTOR involve beneficiaries in monitoring of various projects	3.50	1.160
Beneficiaries hold frequent consultative meetings to deliberate on the progress of the project implementation	3.49	1.242
Generally beneficiary involvement in planning, implementation and evaluation of VUP Ruhango Sector influence their performance	3.46	1.178

Source: Primary data (2023) using IBM SPSS Statistics 25

Table 6 shows that the influence of beneficiary involvement on project performance of VUP Ruhango Sector revealed where beneficiary involvement refers to the active participation of individuals or groups who benefit from a particular program or project in its planning, implementation, monitoring, and evaluation processes. In the context of VUP Ruhango Sector, beneficiary involvement plays a crucial role in ensuring the effectiveness and success of the program. The structures established for beneficiary involvement within VUP Ruhango Sector are designed to facilitate the smooth implementation of various projects. Furthermore, beneficiaries participate in frequent consultative meetings where they discuss and deliberate on the progress of project implementation. These meetings serve as platforms for sharing information, addressing challenges, and collectively finding solutions to improve project outcomes. The active involvement of beneficiaries in planning, implementation, and evaluation processes has a direct impact on their performance within VUP Ruhango Sector. By being engaged in decision-making and having a stake in the outcomes, beneficiaries are more likely to take ownership of the projects and contribute meaningfully to their success.

Table 7: Correlations analysis

		PP	PL	PF	ME	BI
PP	Pearson Correlation	1	.889	884	. 734	. 807
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N		91	91	91	91
PL	Pearson Correlation	.889	1	.789	.654	.805
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
	N	91		91	91	91
PF	Pearson Correlation	884	.789	1	.861	.713
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	91	91		91	91
ME	Pearson Correlation	. 734	.654	.861	1	.490**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	91	91	91		91
BI	Pearson Correlation	. 807	.805	.713	.490*	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	91	91	91	91	

Source: Primary data (2023) using IBM SPSS Statistics 25

Based on the results obtained in the Table 7 the Correlations analysis showed that there is a strong correlation between Project leadership and Project Performance, as shown by the correlation table, which shows a

Pearson correlation of 0.889 between the two variables. it is significantly less than the 0.05 and 0.01 levels of significance.

The results of the correlation table show that Project financing and Project Performance have a strong correlation of 0.884it is significantly less than the 0.05 and 0.01 levels of significance.

p-value of 0.000, which is significantly lower than the 0.05 level of statistical significance. There was a moderate and positive correlation found between VUP Ruhango Sector Monitoring and evaluation and Project Performance, with a Pearson Correlation value of 0.743 being the most significant.

According to the correlation table, Beneficiary Involvement and Project Performance have a strong correlation of 0.807 according to Pearson. As you can see, it is significantly less than the 0.05 and 0.01 levels of significance.

Table 8: Model Summary

Model	R	R Square	Adjusted RSquare	St. Error of the Estimate
1	0.713[a]	0.508	0.501	0.60301

Source: Primary data (2023) using IBM SPSS Statistics 25

Results in *Table 8* showed analysis of model summary the study showed that the independent variables that were studied, explain only 50.1% of the dependent variable as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute 49.9%. Therefore, further research should be conducted to assess the effect of determinants of project management and performance of public projects in Rwanda.

Table 9: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	B	Beta		
(Constant)	.551	.385		1.429	.156
Project leadership	.335	.120	.258	2.797	.006
Project financing	.338	.110	.296	3.061	.003
Monitoring and evaluation	.208	.086	.214	2.413	.018
Beneficiary involvement	.219	.104	.179	2.104	.038
Dependent Variable: Project performance					

Source: Primary data (2023) using IBM SPSS Statistics 25

Results in table 9 showed analysis of Regression Coefficients indicated that there is significance change in project leadership because of the sig. value is 0.006, which is less than the acceptable value of 0.05. With 1% increase in project leadership, project performance increased by .335% (B value).

There is significance change in Project financing because of the sig. value is 0.003, which is less than the acceptable value of 0.05. With a 1% increase in Project financing, the crime rate increased by .338% (B value). There is significance change in Monitoring and evaluation because of the sig. value is 0.018, which is less than the acceptable value of 0.05. With a 1% increase in Monitoring and evaluation, the crime rate increased by .208% (B value).

However, there is significance change in beneficiary involvement because of the sig. value is 0.038, which is less than the acceptable value of 0.05.

With a 1% increase in beneficiary involvement, the crime rate increased by .219% (B value).

Table 10: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.404	4	6.601	27.97	.000[b]
	Residual	20.336	86	.236		
	Total	46.739	90			

Dependent Variable: Project performance
Predictors: (Constant), Beneficiary involvement, Project leadership, Project financing, Monitoring, and Evaluation

Based on the results obtained from table 10. Further, ANOVA results also showed that the F- statistical value was significant (F=27.97, *significant* at *p<.001*), thus confirming the fitness of the model. That is, from the study model, the significant F value show that the four independent variables (project leadership, project financing, monitoring and evaluation, beneficiary.

Discussion

Based on the results of the correlation and regression analysis Project financing, Monitoring and evaluation and Beneficiary involvement are good Project leadership predictors of the project performance of VUP RUHANGO SECTOR where the Project leadership is the greatest indicator with $\beta 1 = .335$ followed by Project financing with $\beta_2 = .335$ followed by Monitoring and evaluation with $\beta_3 = .208$ and lastly effective beneficiary involvement with $\beta_4 = .219$. Additionally, there is a strong correlation between Project leadership and Project Performance, as shown by the correlation table, which shows a Pearson correlation of 0.889 between the two variables. As you can see, it is significantly less than the 0.05 and 0.01 levels of significance. Project financing and Project Performance have a strong correlation of 0.884, it is significantly less than the 0.05 and 0.01 levels of significance. p-value of 0.000, which is significantly lower than the 0.05 level of statistical significance. There was a moderate and positive correlation found between VUP Ruhango Sector Monitoring and evaluation and Project Performance, with a Pearson Correlation value of 0.743 being the most significant. The finding again revealed that project management affect performance of public projects in Rwanda within Vision Umurenge Programme Ruhango Sector.

Conclusion

The purpose of this study is to the management and performance of public projects in Rwanda where Project leadership with existing leadership style ensures there is accessibility of leaders for consultation on project issues. This means that project leaders who incorporate their existing leadership style into their project management approach make themselves readily available for consultation on project-related matters. This accessibility fosters open communication, collaboration, and problem-

solving within the project team, ultimately leading to more successful project outcomes.

On the influence of project financing on project performance of VUP Ruhango Sector can be significant in various aspects. Adequate funding for each aspect of project implementation ensures that resources are available to carry out activities effectively and efficiently. Easy access to allocated funds allows for smooth project execution without delays or interruptions due to financial constraints. When funds are allocated per the budgeted activities, it helps in maintaining financial discipline and ensures that resources are utilized as planned. Sustainable funds that can run the project for the stipulated time of implementation are crucial for the successful completion of the project. Timely disbursement of project funds is essential as it ensures that projects are implemented on schedule, leading to improved project performance.

The project evaluation plays a crucial role in determining the success and effectiveness of projects, including the VUP Ruhango Sector project. By systematically assessing the progress, outcomes, and impact of the project, evaluation provides valuable insights that inform decision-making and drive improvements. Through the process of evaluation, stakeholders can identify strengths and weaknesses, measure performance against objectives, and make informed adjustments to enhance project performance.

Periodic evaluation of the VUP Ruhango Sector project ensures that stakeholders receive timely feedback on the project's progress and performance. This feedback loop is crucial for maintaining stakeholder engagement, addressing concerns or issues promptly, and making necessary adjustments to improve project outcomes. The mean score of 4.42 and standard deviation of 0.762 indicate a relatively high level of satisfaction and consistency in the feedback provided to stakeholders, highlighting the effectiveness of the evaluation process in driving continuous improvement.

Based on the results obtained in the *Table 6* the Correlations analysis showed that there is a strong correlation between Project leadership and Project Performance, as shown by the correlation table, which shows a Pearson correlation of 0.889 between the two variables. it is significantly less than the 0.05 and 0.01 levels of significance.

The results of the correlation table show that Project financing and Project Performance have a strong correlation of 0.884it is significantly less than the 0.05 and 0.01 levels of significance. P-value of 0.000, which is significantly lower than the 0.05 level of statistical significance. There was a moderate and positive correlation found between VUP Ruhango Sector Monitoring and evaluation and Project Performance, with a Pearson Correlation value of 0.743 being the most significant. According to the correlation table, Beneficiary Involvement and Project Performance have a strong correlation of 0.807 according to Pearson. As you can see, it is significantly less than the 0.05 and 0.01 levels of significance.

General Recommendations

The study suggests emphasis be given to the experience of project staff to ensure projects are effectively executed in order to fully meet set objectives. Project leaders' need a minimum year of experience in order to be better placed to design project teams that incorporate a mix of employees who are more capable of effectively executing projects, thus ensuring performance of VUP Ruhango Sector projects.

The management and performance of VUP Ruhango Sector can be improved through several recommendations. Firstly, it is essential to enhance coordination and collaboration among stakeholders involved in the program. This can help streamline processes, avoid duplication of efforts, and ensure effective implementation of activities. Secondly, there should be a focus on capacity building for staff members to enhance their skills and knowledge in managing the program efficiently. Training sessions and workshops can be organized to equip them with the necessary tools to carry out their responsibilities effectively. Thirdly, regular monitoring and evaluation of the program are crucial to track progress, identify challenges, and make informed decisions for improvement. This can help in identifying areas that require attention and resources to enhance overall performance. Additionally, fostering community participation and engagement can contribute to the success of the program by ensuring that it meets the needs and priorities of the local population. Lastly, maintaining transparency and accountability in all aspects of the program can build trust among stakeholders and promote good governance practices.

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