

# Influence of Effective Planning Practices on Success of Projects Implemented by Food for the Hungry in Kamonyi District, Rwanda

BY

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## **DECLARATION**

The dissertation is my original work and has not been presented to any other institution. No part of this research should be reproduced without the author's consent or that of University of Kigali.

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**Date: 03/11/2022**

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## **APPROVAL**

This is to approve that research dissertation was done under my supervision and guidance.

### **Declaration by the supervisor**

This research has been submitted with our approval as The University of Kigali

**Sign**\_\_\_\_\_ **Date: 03/11/2022**

Supervisor: **Dr. Kwena Ronald (PhD)**

## **DEDICATION**

### **To**

My beloved wife, Divine NIYIGENA for her daily support and strong encouragement to undertake these studies. She has been by my side in ups and downs and she is part of this fruitful achievement.

My very beautiful and kind daughter UMWIZA Mpano T. Erma Briel and new baby born AGANZE MWIZA T. Eron Declan for their motivation and inspiration. All of them are very young but kind and smiley. They are the reason why I decided to go for further studies and work hard.

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## TABLE OF CONTENTS

<b>DECLARATION .....</b>	<b>1003</b>
<b>APPROVAL.....</b>	<b>1004</b>
<b>DEDICATION .....</b>	<b>1005</b>
<b>ACKNOWLEDGEMENTS.....</b>	<b>1006</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS.....</b>	<b>1010</b>
<b>LIST OF TABLES.....</b>	<b>1011</b>
<b>LIST OF FIGURES .....</b>	<b>1011</b>
<b>ABSTRACT .....</b>	<b>1012</b>
<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1013</b>
1.1 Background of the study .....	1013
1.2 Problem Statement.....	1014
1.3 Objectives of the Study .....	1015
1.3.1 General Objectives.....	1015
1.3.2 Specific Objectives .....	1015
1.4 Research Questions.....	1015
1.5 Research Hypotheses .....	1016
1.6 Scope and limitation of the study .....	1016
1.6.1 Scope of the study.....	1016
1.6.2 Limitation of the Study .....	1017
1.7 Research Justification of the Study.....	1017
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>1019</b>
2.1 Introduction .....	1018
2.2 Conceptual review .....	1019
2.2.1 Effective planning.....	1019
2.2.2 Needs assessment.....	1019
2.2.3 Policy consultation.....	1020
2.2.4 Resources Mobilization.....	1020
2.2.5 Stakeholders' engagement and participation.....	1021
2.2.6Project Success .....	1021
2.3 Theoretical Review .....	1021
2.3.1 Bureaucratic Theory.....	1021
2.3.2Administrative Theory .....	1022
2.3.3 Human relations Theory.....	1022

2.3.4 Contingency Theory.....	1022
2.4 Empirical Review .....	1022
2.4.2 Policy consultation.....	1023
2.4.3 Resource Mobilization .....	1025
2.5 Conceptual Framework .....	1026
2.2Research Gap.....	1027
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>1028</b>
3.1. Research Design .....	1028
3.2. Population of the study .....	1029
3.3. Sampling design.....	1029
3.3.1. Sample size .....	1029
3.3.2. Sampling techniques .....	1030
3.4. Data collection instruments .....	1030
3.4.1 Questionnaire.....	1030
3.4.2. Documentation review .....	1030
3.5. Reliability and validity .....	1031
3.5.1 Pilot Testing.....	1031
3.5.2. Validity of Research Instruments .....	1031
3.5.2. Reliability of the measurement instrument .....	1031
3.6. Data processing.....	1032
3.6.1. Data editing .....	1032
3.6.2. Data coding.....	1032
3.6.3. Data entry .....	1033
3.6.4. Data presentation .....	1033
3.7. Data analysis.....	1033
3.8. Ethical Consideration.....	1033
<b>CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPTETATION OF FINDINGS .....</b>	<b>1035</b>
4.1. Demographic Characteristics of Respondents.....	1035
4.2. Influence of effective planning and the project success .....	1036
4.2.1. Needs assessment and Project success .....	1036
4.2.2. Policy consultation and Project success .....	1037
4.2.3. Resources mobilization and Project Success.....	1040
4.2.4. Influence of stakeholders engagement & participation and Project success .....	1041
4.4. Multiple linear regression analysis .....	1043
<b>CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS .....</b>	<b>1045</b>

5.1. Conclusion.....	1046
5.2. Recommendation .....	1046
REFERENCES.....	1048
Appendix.....	1054



**LIST OF ABBREVIATIONS AND ACRONYMS**

7YGP	: Seven Year Governmental Programme
APA	: African Planning Association
DRC	: Democratic Republic of Congo
EAC	: East Africa Community
FH	: Food for the Hungry
INGOs	: International Non-Governmental Organizations
JADF	: Joint Action Development Forum
MBA	: Master of Business Administration
MININFRA	: Ministry of Infrastructure
NGO	: Non-Governmental Organization
NST	: National Strategy for Transformation
RGB	: Rwanda Governance Board
SAFI	: Financial Services for Investment
UN	: United Nations
UoK	: University of Kigali
VSLGs	: Voluntary Savings and Loans Groups

## LIST OF TABLES

Table 3.1: Beneficiaries Population	1029
Table 3.2: Reliability Statistics	1031
Table 4.1: Distribution of Respondents by sex and Project Performance Indicators	1035
Table 4.2: Cross tabulation of the Surveyed respondents by sex and Age Category	1036
Table 4.3: Perception of respondents about the influence of Need Assessment on Project Performance	1037
Table 4.4: Perception of respondents about the influence of policy consultation on Project Performance	1039
Table 4.5: Perception of respondents about the influence of resources mobilization and Project performance	1040
Table 4.6: Perception of respondents about influence of stakeholders' engagement & participation and Project performance	1042
Table 4.7: Correlations	1043
Table 4.8: Model Summary	1044
Table 4.9: ANOVA	1044
Table 4.10 :Coefficients <sup>a</sup>	1044

## LIST OF FIGURES

Figure 2. 1: Conceptual Framework	1027
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## ABSTRACT

The study entitled “influence of effective planning practices on success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda”, was carried out to provide a solution on the Problem of ineffective planning of projects especially those implemented by International Non-Governmental Organizations, Food for the Hungry in particular which leads to failure and poor results in a sustainable way. The general objective is to evaluate the influence that effective planning practices play on the project success of projects implemented by the Food for the Hungry in Kamonyi District. It relies on some theories such as Bureaucratic theory, administrative theory, Human resource theory and Contingency theory with an emphasis on Administrative theory because it covers almost every aspect of the research topic. The researcher used quantitative and descriptive research methodologies as the best methods depending on the variables and nature of the research Topic. Through simple random sampling, data was collected from 348 beneficiaries of the Food for the hungry in Kamonyi District among 2711 beneficiaries considered to be the population of the study. The results of the conducted survey among FH beneficiaries in Kamonyi District proved the position perception whereby they confirmed that the project passed through all aforementioned steps during planning phase. In line with the above, the analytical findings observed through linear regression model shows that overall contribution of the independent variables on the dependent variables through the value of  $R^2$  as well as the value of adjusted  $R^2$  which stands at 0.628 (62.8%) of FH success in Kamonyi District. Those independent variables are Stakeholders engagement, Policy Consultation, Need Assessment, and Resources Mobilization. Finally, the research urges project planners to put more emphasis on planning phase before expecting a well performing project by taking into account the four aspects: Needs assessment, policy consultation, resources mobilization and stakeholder’s engagement and participation. There is a need that all interventions should more primarily rely on the community needs rather than being driven by donor’s intentions.

## CHAPTER ONE

### INTRODUCTION

#### *A. Background of the study*

Around the world, in every single field, effective planning is of essential aspect. To accomplish a task, each of the human being should plan it before putting it into action. Some people do plan less or more professionally based on various reasons including educational level, habit, culture, to name buy a few. Furthermore, L. Jeseviciute-Ufartiene (2014) explains that Planning could be understood as one of twelve future creation actions.

Projects in general and social projects in particular are vital for the people all over the world. In case such projects are well planned, the benefits and sustainability are maximized. However, if the planning activity is not done effectively, some minor or serious effects occur in any field. Especially, if it comes to social projects, planning matters a lot. Globally, effective planning affects success of INGOs social projects. In both developed and developing countries, effective planning makes social projects successful. If the feasibility study is carried out, once the government and its policies are consulted, if the resources both financial and human are mobilized and when stakeholders are engaged, obviously the success of the project is observed.

Kimberlee L. (2019) explains about many factors that hinder effective planning. He says that too many distractions present a significant barrier to effective planning. It could be that a leader is trying to implement too many things at once, and the team is confused about the priorities. Another way that a distraction prevents effective planning implementation occurs when a leader attempts to roll out a new program during a peak business season.

Your team can't focus on new strategies and processes if they are working overtime taking care of clients. As the leader, understand that timing the implementation of new strategy carefully is as important as the strategy itself.

In Africa, planning matters as well even if it is on different scales. Governments, civil societies, Media houses as well as other groups do plan for short, medium and long term. What had become known as the Durban Declaration was adopted in that South African coastal city in 2002 by planners across Africa. The adoption led to the formation of African Planning Association (APA). By 2012, twenty six planning institutions had signed up to APA (UN Habitat: 2012). Based on examples and colonial roots, some African social projects have failed. One of the major reason is poor/ineffective planning where too much funds are allocated but the results are very limited and/or none. On the continental level, the performance of projects in INGOs is effected by effective planning in the way that if all the factors of planning are taken into consideration, the social projects become successful.

The INGOs like care International, World vision, FH Associations and many more others seem to be successful. Regionally, East Africa Community and its member states do various planning to develop this regional block. Among the current plans, there is a high way road construction from Isaka, Tanzania to Goma, east of DRC passing by Kigali. There are other different plans that are underway aiming at changing social lives of the population including those with free movement of goods, people and services. INGOs implement various social projects in EAC and some have been successful. The INGOs like Care International, Oxfam, World Vision, Good Neighbors among others have different social projects in Rwanda, Burundi, Kenya, Tanzania, DRC, South Soudan and Uganda

Nationwide, Rwanda, a landlocked country, does plan for its people through economy, education, Health, Security and other components of living conditions. Rwanda is much known from its unique history of 1994 Genocide against the Tutsi. From the time, more plans were initiated and implemented by the governmental Institutions and other development Partners including local and international Non-governmental organizations (INGOs). The planning has played a paramount role in national development at all levels. According to Government of Rwanda's National Strategy for Transformation (2017-2024), the development landscape in Rwanda has changed considerably from the initiation of the Vision 2020 in the year 2000.

The achievements made in less than two decades have supported nationals' high courage to reach more. The national Programme for 7 years and is expected to link 2020 and 2050 visions. All these kind of effective planning have affected the success of social projects in Rwanda. Effective planning has affected the success of social projects of FH Association in different ways. FH conducts mid-term and long term evaluations and has set offices in Rwanda, including Kamonyi strategically. For example, FH Social projects in Nyarubaka sector of Kamonyi District has been successful because all the concerned parties are involved and consulted.

### *B. Problem Statement*

Effective Planning is of paramount role in Project management and is considered as a roadmap. Planning is done before, during and after implementation. With proper planning, the project can be well implemented. Planning consists of needs assessment/feasibility study, consulting the different policies of the government, mobilizing all resources required to accomplish tasks including human and financial resources and engaging stakeholders by ensuring their active participation.

However, despite more achievements in Rwanda, in INGOs social projects, effective planning has been a serious issue. According to Discenza, R. & Forman, J. B. (2007) Project failure can happen in any organization and to any project. Actually, there are many reasons for the project to fail. Sometimes, it is caused by the fact that the project manager cannot control the human resources but it should be controlled

Collyn McCarty (2014), researches on the importance of NGO assignment in African developing countries. One of the findings is Engineers without Borders has managed to put into action their project in Muramba community. They did some tests and evaluations and later kicked off the project aiming at quality water. However, after some years of project implementation, the water sanitation system was no longer working and it was noticed it has never been used from day 1 and two main reasons were identified: no involvement and lack of training during implementation of community project. Because there hasn't been any consultation of the village especially during development, plus lack of resources, knowledge to maintain the operation of water system (Evan, 2010).

The case above is not the only one. Another researcher identified "this failure to appreciate the contribution of Non-Governmental Organizations in fostering socio-economic development is caused by limited knowledge and understanding on their role in enhancing socio-economic development promotions (Spadacini, 2010). In addition, CARE International in Rwanda has since 2009 implemented a Sustainable Access to Financial Services for Investment (SAFI) project to, among other things; demonstrate the sustainability and of the Voluntary Savings and Loans Groups (VSLGs) methodology.

One of these VSLGs is locally known as 'INTAMBWE system (CARE International, 2010). As documented in several reports produced by CARE International in Rwanda, these loans and saving systems have proved themselves to help beneficiaries to have access to loans up to as much as four times the amount of their accumulated savings, which enables them to engage in bigger and potentially more profitable enterprises but the extent to which the socio-economic development has increased is still unknown especially in rural remote areas

Niyomugabo E.(2017) says that “Projects managed with no defined project management methodology reported project success only 12% of the time while projects managed with a defined project management methodology reported project success at an average of 53.3%; while organizations using a fully tailored, or customized, methodology reported 77% project success rate. Over 88% of project management practitioners working without a defined project management methodology believed a defined project management methodology would help them deliver projects more successfully”Over 88% of project management practitioners working without a defined project management methodology believed a defined project management methodology would help them deliver projects more successfully (Niyomugabo E.,2017)

### C. Objectives of the Study

The purpose of this research Project is to underpin the influence that effective planning practices plays on the project success of the projects implemented by Food for the Hungry in Kamonyi District, Rwanda because some INGOs don't consider some factors required for effective planning including but not limited to: Needs assessment, resources mobilization, policy consultation & stakeholders engagement & participation and thus project implementation becomes unsuccessful. The study will answer the problem of ineffective planning of INGOs projects in Rwanda with the case study of FH. This will not only serve as understanding the importance of effective planning but also will highlights some other information of how INGOs do planning and recommendations.

#### a) General Objectives

The main objective is to find out the influence of effective planning practices on the success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda

#### b) Specific Objectives

This research will have the following objectives

- To assess the influence of needs assessment on success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda
- To examine the influence of policy consultation on success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda
- To evaluate the influence of resources mobilization success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda
- To identify the influence of stakeholders engagement & participation on success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda

### D. Research Questions

The following are Research Questions

- What is the influence of needs assessment on success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda?
- What is the influence of policy consultation on success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda?
- What is the influence of resources mobilization on success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda?
- What is the influence of stakeholders' engagement & participation on success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda?

### E. *Research Hypotheses*

The following are the Research Hypotheses

H0: There is no significant influence of needs assessment on success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda?

H0<sub>1</sub>: There is no significant influence of policy consultation on success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda?

H0<sub>2</sub>: There is no significant influence of resources mobilization on success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda?

H0<sub>3</sub>: There is no significant influence of stakeholders' engagement & participation on success of projects implemented by Food for the Hungry in Kamonyi District, Rwanda?

### F. *Scope and limitation of the study*

#### a) Scope of the study

This academic work which was conducted intends to analyze the influence of effective planning practices on success of projects implemented by food for the hungry in Kamonyi District, Rwanda especially between 2015 to 2020. This period is chosen simply because of: 1) Rapid increase of INGOs in Rwanda, 2) New Instructions governing NGOs in Rwanda released in 2015 by the Office of Prime Minister, 3) Seven Year Governmental Program, 4) Evaluation of Vision 2020 Umurenge Program to name but a few.

By choosing this topic and case study, the researcher takes into consideration the following: academic living conditions and requirements. As a University student, I don't have enough financial means and facilities to carry out such study with a huge population. The duration of data collection and analysis seems bit shorter because of its coincidence with other academic schedules. Again, I am interested in INGOs because I worked with one of them and I really wish to make it my career interest. In addition, the success of social projects means a lot to the country as many Rwandans need to upgrade their living standards as it has been marked by many people including His Excellency the president of Rwanda in various occasions. Last but not least, our academic work fits well in the field of Business Administration, particularly in the Project Management. Non-Government Organizations as part of the Business, implement more social projects across the Country. Kamonyi District is selected as the case study because of: 1) proximity to ease the work especially during COVID-19 changing situations, 2) One of the few Districts that is recognized on strong partnership with development partners

In 1994, FH began to work in Rwanda in order to bring positive changes after the 1994 Genocide against the Tutsi by focusing more on children support. The organization started from emergency actions by facilitating children to meet their family members, support Agriculture, providing food. FH has been serving those who are living through unimaginable hardships for fifty years and today, FH works in more than 20 countries around the world providing life-changing resources such as clean water, medical aid, food, education, vocational training, spiritual development and hope. FH believes that poverty is complex and ever changing. It also believes that ending poverty requires more than just providing raw resources.

**b) Limitation of the Study**

The following limitations were identified along this study:

First, change of supervisor. When I was firstly given supervisor, it was Professor DELE EWOLUSI from Nigeria. We worked on for only few days, before he went back to Nigeria. Later, I contacted the School of Graduate to discuss the issue, I was given Professor Tombola who was Vice Councilor at the time. After submitting some contents, he made some basic corrections and few days later he resigned. It was really hard for me to keep on moving faster and further due to those changes. I managed to report the issue on time and Dr. Kwena Ronald, Dean of Graduate School decided to help me.

Second, afterwards, I got sick for around 2 months. I had an issue of disc which was not in good position and I got some therapies from Kigali. I am consulted from Nanuri Centre located in Kanombe and later had visited different clinics in both Muhanga and Kigali for some services. This has disabled my work as I didn't manage to defend as I planned.

Third, during data collection process, I have faced challenges regarding distance. Beneficiaries households are distanced one another. So, transportation means were hard. Kamonyi District relief is characterized by hilly views and mountains which is not easy to move. The only means to reach many households is Moto and since its fuel cost have been increasing, this makes my economic means reduced.

Last but not least, to conduct the research in the same time having a serious/ overloaded works has been a great challenge as well. Being a Project Manager of INGO is quite very complex and requires patience. Since March 2020 when COVID-19 case was identified in Rwanda, till February 2022, I was in full charge of accounting and all other related and very complex works

**G. Research Justification of the Study**

International Non-Governmental Organizations (INGOs) are part of civil society. Their role is to work hand in hand with the Government to ensuring developmental achievements. INGOs are civil organizations that are largely or totally independent of government and which function as charitable or religious associations. These organizations search for money to start some projects and change some social lives (Sandberg & Chalmer, 2012). Iriye (2014) defines NGOs as associations which are voluntary, non-state, non-profit and non-religious. It is an independent voluntary association of people acting together on a continuous basis for some common purpose other than achieving government office, making money or illegal activities.

In the country of thousand hills, the Non-profit, no religious and non-governmental Organizations are regulated by the Ministry of Local Government through Rwanda Governance Board (RGB). As of 2020, Rwanda Governance Board counts 1881 registered NGOs operating in Rwanda including INGOs.

The role of NGOs has been significant especially after 1994 Genocide against the Tutsi where the country's socio- economic aspects were almost at null stage. Being development partners, both International and local NGOs were founded aiming at assisting the poorest and vulnerable communities around the country. Guler (2010) examined NGOs and social responsibility and found that NGOs are those with qualified staff with the aim of reducing human suffering and to the development of poor countries (Streeten, 2013), they play an important role in supporting women, men, and households. The roles for such NGOs include 'counseling and support service, awareness raising and advocacy, legal aid and microfinance (Desai, 2015). However, the contributions of some INGOs have been questionable as the time went by. Some social projects were initiated and implemented but the expected results weren't satisfying.



One of the major reason of this ambiguity is about effective planning. Some projects didn't match the expectations and their sustainability have been of root discussions at District and National Levels. In 2015, the Prime Minister's office has issued Prime Minister's instructions N°004/03 OF 27/12/2015 establishing the joint action development forum and determining its responsibilities, organization and functioning. These instructions establish Joint Action Development Forum (JADF) to coordinate, advocate, advice and coach NGOs to better fulfill their missions in Rwanda.

The study on "the influence of effective planning practices on success of projects implemented by food for the hungry in Kamonyi District, Rwanda" is another contribution to assess how International Organizations' projects success can be made with effective planning. The study is essential to policy makers and regulatory bodies whose role is to oversee the implementation of INGOs projects in Rwanda. Particularly, this will be important to Rwandan Government through Rwanda Governance Board (RGB) to further understand how INGOs work and their planning processes.

Also, INGOs will benefit from it because some if not many will check how planning processes are done in Rwanda and if they wish that their projects to be successful and sustainable.

At last, other interested people including researchers and rural development bodies would benefit from this study by checking the findings on needs assessment, resources mobilization, stakeholders engagement and the recommendations of how effective planning should be enforced and built on towards the performance of projects.

## CHAPTER TWO

### LITERATURE REVIEW

#### A. Introduction

This chapter discusses the views of scholars, theories and any other related information to the Research Topic. It is well known that a good Researcher stands on the shoulders of the giants and by so doing, my research Topic was enriched and its uniqueness would be presented. Many researches on social projects have been carried out by the research gap showed the areas which haven't been discovered by previous researchers.

#### B. Conceptual review

The conceptual review is a good part where all main terms are defined and discussed. Please find below main terminologies

##### a) Effective planning

According to Oxford Advanced Learners' Dictionary (2010:pg469), effective means "producing the result that is wanted or intended". While planning (p.g1117) is explained as "the act or process of making plans for something.

By talking effective planning, I mean the planning which is scientific done by INGOs throughout logical steps and takes account to all necessary information. The effective planning can be defined as the correct actions to achieve the organizational objectives.

According to Bunnell G. (1997), an effective plan tells a story. "A good plan tells a story about a community-what the community was like in the past, and what it is like today. By describing current trends, and how the community is changing, the plan also paints of what the community might be like in the future " In addition, effective plan should tell locality and region, it presents essential data, among other purposes. It is useful to efficiently and effectively use the resources which were availed by the organization. In other words, it is a systematic analysis on what is in the place or what is needed to accomplish the activities to meet the organization's objectives.

##### b) Needs assessment

According to Oxford Advanced Learners' Dictionary (2010:pg986), defines a need as "a situation when something is necessary or must be done."

Assessment is an opinion or judgment about somebody or something that has been thought about very carefully (Idem, Pg.: 74)

Needs assessment is a kind of evaluation or feasibility study conducted before the kick off the project to check if the Project is vital or doable or not. Most of the cases, it is done scientifically by analyzing the environment and other social-economic factors

A "needs Assessment" is a way that is processed through a defined series of steps. Needs Assessment is focused on outcomes to be attained, rather than the means. For instance, reading achievement is an outcome whereas reading instruction is a means toward that end. It gathers data by means of established procedures and methods designed for specific purposes. The kinds and scope of methods are selected to fit the purposes and context of the needs assessment. Needs assessment sets priorities and determines criteria for solutions so that planners and managers can make sound decisions. Needs assessment sets criteria for determining how best to allocate available money, people, facilities, and other resources. Needs assessment leads to action that will improve programs,

services, organizational structure and operations, or a combination of these elements. (Office of Migrant Education: 2001)

The needs assessment can be done through: Focus group discussion, in-depth interviews, Web surveys, demographic and economic statistics, digital dashboards etc. A needs assessment is a systematic process that examines what criteria must be met in order to reach a desired outcome. For example, a marketing needs assessment might be used to build a business case for replacing software the company uses to conduct direct email campaigns.

Norwegian Refugee Council (2014) defines needs assessment as “how organizations identify and measure the humanitarian needs of a disaster-affected community. Simply put, needs assessment is the best way to answer the question: ‘What assistance do disaster-affected communities need?’

Needs assessment is essential for Programme planning, monitoring and evaluation, and accountability, however needs assessment is still a critical weakness of humanitarian response. Organizations urgently need to improve how they do assessments.

#### c) Policy consultation

Policies refer to the guidelines or Laws of the government which set the boundaries by which all the projects and activities rely on. Policies are short-term or long term plans or directions of the nation. The policy consultation can be done through: meetings where open-minded discussions can take place, public forum or open days, exchange of letters and informative material, house meetings, workshops etc. Policy consultation plays a paramount role in assessing whether the planned Project/activities are aligned with national policies and laws for the sake of compliance and sustainability. In addition, it avoids duplication, something which disables smooth results and this sometimes happens in some organizations.

According to Howsam P.&Gerlach E. (2006) the legal framework does not only constitute the component of the legislation itself, but also the institutional, administrative, political, social and economic conditions or arrangements, which make the legislation available, accessible, enforceable and therefore effective. A national legal framework is composed of: 1) the international obligations, 2) the legislation, 3) the legislature, 4) the judicial system, 5) the regulators, 6) the regulated, 7) the beneficiaries (public), 8) the social support mechanisms, 9) the political commitment to implement the law, 10) the resources to apply and enforce the law.

#### d) Resources Mobilization

According to Oxford Advanced Learners’ Dictionary (2010:pg1257), resource is a supply of something that a country, an organization or a person has and can use, especially to increase their wealth. Resources mean all the required items necessary to accomplish the task. In project management, two main resources are necessary: Financial and human resources. Those two aspects can if well used and allocated lead to success of social projects.

Resource mobilization consists of actions involved in the security of new and resources that can be additional in any organization such as making better use of, and maximizing, existing resources. The resources can be categories in 5 groups: material resources, human resources, socio-organizational resources, cultural resources and moral resources

According to World Bank (2007), developing a plan or strategy for resource mobilization can lead to creative efforts in using your own local assets to gain support for your organization. Multiple sources of funding can increase your independence and flexibility to implement programs and reduce reliance on external (or foreign) funding. With increased competition for scarce grant resources,

thinking of, and creating options for new, diverse, and multiple funding streams will help your organization manage its programs.

e) Stakeholders' engagement and participation

According to Oxford Advanced Learners' Dictionary (2010:pg1450), a person or a company that is involved in a particular organization, project system etc especially because they have invested money in it. Stakeholders are all those people or Institutions that plan any role in the planning, implementation and evaluation of the projects. Some are internal (Beneficiaries) but many are external (Donors, government Entities, private sector etc.) The engagement and participation of such stakeholders is very important especially in projects performance.

Stakeholders are individuals, groups and organizations whose interests may be affected by a proposed project and who may have an ability to influence decisions concerning the location(s), construction and operation of the project prior to, and during, the approval process (MININFRA, 2018)

f) Project Success

The word success means "the fact that you have achieved something that you want and have been trying to do or get, the fact of becoming rich or famous or getting a high social position. If it comes to project success, this concept means that the Project has been successful and attained its objectives.

According to Goparaju Purna Sudhakar (2016) measuring project success regarding cost, time and quality are the traditional approaches. Generally, project success includes project management success and project success. The broad factors affecting project management success include project team, project resources, environment, organizational environment, technical factors and project manager skills.

NaziaIram, Bilal Khan, Abdul Wahid Sherani (2016) say that in general, researches conducted on project success and critical success factors are important methods through which the effectiveness and efficiency of the projects is further improved. Saqib, et al (2008) states that this concept of success factors is still not considered in the minds of professionals within the construction sectors projects. The critical success factors term was firstly used by the Rockart who gave the list of vital factors that contribute maximum the project success (Saqib, et al 2008; Baccarini, 2009)

### C. Theoretical Review

This part is very essential since it provides a review of related theories. This enables the researcher to rely on known theories as to carry out a scientific and Academic research. Before deepening dipper the theories, let us understand the Project Management Theory. Koskela, L. & Howell, G. A. (2002).

a) Bureaucratic Theory

According to Bob Prieto (2015) "Bureaucracy was based on a set of principles developed by Weber, a founding father of modern social sciences, while administration and management theory was developed by Fayol, a mining engineer. Each of these theories focused on the approach to management of execution of work."

Bureaucracy is defined as a system for overseeing or controlling the country, company, or organization that is operated by a large or small number of officials employed to follow rules effectively and efficiently. In order words, it is a way that Institutions are governed in terms of procedures and processes.

According to Weber, there are 6 Characteristics of this theory: Hierarchical management structure, Division of Labour, Formal Selection Process, Career orientation, Formal rules, Impersonality.

This Theory is linked with the Topic because planning and performance are done by employees who are hired, managed and appraised. If the planning is effective, it is either because the bureaucratic system is maintained or favourable. And if it is ineffective, either the bureaucratic system is not maintained or unfavourable. So, by analysing the influence of effective planning on the success of INGOs' social projects, the Bureau affairs are considered.

b) Administrative Theory

The administrative theory of management is focused on principles that could be used by managers to control internal activities. It was developed by Henri Fayol and he suggests that each Organization's operations should be classified into Six (6) big categories including Technical: Producing and manufacturing products, Commercial: Buying, selling and exchange, Financial: Search for optimal use of capital, Security: Protecting employees and property, Accounting: such as doing some records and Managerial: Planning, organizing, commanding etc.

This theory has a correlation to the Topic in the sense that the aspects such as salaries, working environment, other resources like machinery are of high consideration. If the resources are allocated well, the planning and performance of social projects can be high. So, resources mobilization is one of the key objectives of the study.

c) Human relations Theory

Human relations can also be understood as Human resource management and/or public Relations. This Theory was developed by Professor Mayo Elton where his intention was to showcase the role of humans to the production and or correlation existing between labour force and the outputs. This theory is analyzed as a way to believe that people wish to be part of a supportive team that facilitates development and growth." Thus, it is built under five human relations skills: Communication, Conflict resolution, Multitasking, Negotiation and Organization

It is linked with the Topic because if the human relations is good, without conflicts and if the relations between organization and partners including Government, community members, regulatory body and others, it leads to the success of the social projects.

d) Contingency Theory

Contingency theory falls under organizational theories where it states that there is no effective and efficient way to organize an organization, to lead and make its decisions. But the actions depend on internal and external environment scanning. Contingent leaders are flexible in choosing and implementing strategies to fit in situation at a given time to run the organization.

There is a direct link of this theory with the research topic in a way that managers of social projects need to consider contingencies through planning so that the performance of social projects can be good. If contingencies are not taken into account, the resources can be low and thus the performance can be negatively affected.

#### *D. Empirical Review*

This part discusses the researches carried out before that are directly linked with the Topic. It is good to analyze the related researches in order to see what others have found and based on them to write essential elements that are original and which can serve the community. Empirical review can then be in short how to talk about various researches done by others related to your topic or people research works

#### a) Needs Assessment

Dyann B (2009) analyses the effectiveness of Non-profit organizations and its relationship with United Nations. The researcher shows the role that NGOs play in civil societies and how UN can change or do adjustment with NGO in 21<sup>st</sup> Century so as to increase performance evaluation. Researcher recommends to the United Nations to form alliances and categories the NGOs based on the regions. For example, Sub-Saharan, Europe, Latin America etc. so that the quality and effectiveness may be visible.

International Development (ID) projects are pivotal in the field of international aid, but their actual impact is difficult to assess and often questioned. Focusing on non-governmental organizations (NGOs), in this paper we analyse two aspects related to the impact of ID projects. The first concerns the characteristics of ID projects. We reviewed the literature to define the distinctive features of these projects. Second, we analyse the state of the art of project management processes and tools for ID projects. In particular, we verify the differences between standard project management methodologies (i.e. PMBOK® Guide, IPMA) and the methodologies specifically developed for NGOs (i.e. PM4NGOs and PM4DEV). The results suggest the need for specific managerial approaches and tools for ID projects. In particular, we show that standard project management methodologies could be complemented by specific tools (e.g. the Logical Framework) in order to increase the likelihood that high social impact is the outcome of the project.

#### E. Policy consultation

Legislation on non-governmental organizations (NGOs) in Tanzania, Kenya, Uganda, Ethiopia, Rwanda and England and Wales by Luke Kelly University of Manchester 21 August 2019. Main findings: Rwanda's NGO laws were first enacted in 2008 and revised in 2012. They are seen to be restrictive. A Freedom House Report classifies Rwanda's NGO environment as 'not free' (Musila, 2019, p. 15).

Function of the NGO registrar/regulator says that all NGOs need to register with the Rwanda Governance Board (RGB). Registration for NGOs is difficult. Domestic NGOs have to get a provisional permit, or collaboration letter, from the local authority of the district in which they are working and submit an action plan for the fiscal year and an authenticated statute to the RGB. According to a Freedom House report, there are 'excessive documentation requirements' (Musila, 2019, p. 9). These include 'authenticated statutes, an action plan with a budget, and the names and curricula vitae of the organization's legal representative and his or her deputy' (Maru, Mehari Taddele; Ahmed, Bashair; Abdalla et al., 2017, p. 58).

NGOs have a probation period. They get a 'temporary certificate' of registration for 12 months, and should then apply for legal personality 9 months after getting their temporary certificate (Odhiambo, 2017, p. 27). Registration needs to be renewed every five years (Musila, 2019, p. 9). The RGB may refuse registration or de-register an NGO on broad grounds. These include 'convincing evidence that the (applicant) may jeopardize security, public order, health, morals, and human rights' (Maru, Mehari Taddele; Ahmed, Bashair; Abdalla et al., 2017, p. 59).

The RGB has wide discretion to decide on whether an INGO can be registered or not. International non-governmental organizations (INGOs) must be registered by the Directorate General of Immigration and Emigration. The requirements for registration may be determined by the minister rather than pre-defined criteria. Security reasons can be invoked to deny registration (Odhiambo, 2017, p. 28). 11 The documentation requirements for INGO registration are significant. INGOs must submit documentation on the implementation of their programmes, cost estimates, who will continue their work after the programmes end, and 'all information relating its geographical establishment throughout the world' (Maru, Mehari Taddele; Ahmed, Bashair; Abdalla et al., 2017, p. 58).

INGOs are registered for five years. Reporting and transparency requirements. The RGB monitors service delivery and governance of NGOs and INGOs (Maru, Mehari Taddele; Ahmed, Bashair; Abdalla et al., 2017, p. 58). INGOs cannot spend more than 20% on overheads (Odhiambo, 2017, p. 28). In addition, 'each year authorities require the submission of specific reporting documentation and information, including updated planning and cost estimates.

These reports also require information about international NGO staff members after they have completed their work assignments' (Maru, Mehari Taddele; Ahmed, Bashair; Abdalla et al., 2017, p. 58). Under the PBO law, PBOs will have to provide audited annual reports and reports on activities. They will also have to give 'contact details of members of its governing body within one month after they are appointed or elected to the governing body. These details include their physical, business and residential addresses' (A guide: the Public Benefit Organizations Act 2013, 2018)

This research is very close to the topic and shows all the required information on NGOs legislation procedures, operation mechanisms, legal framework and all related information to policy consultation. It is very important to go through all processes and consult Rwanda Governance Board while having a plan to start INGO activities in Rwanda.

Legal Frameworks and Political Space for Non-Governmental Organizations: By Rachel Hayman, Angela Crack, Joan Okitoi and Sarah Lewis with Brian Pratt, Suzanne Bakri and Rowan Popplewell June 2014

NGOs in Rwanda consequently operate in a climate of heavily-controlled political space. Within this space, the government tolerates NGOs insofar as they are contributing to the national development plan and work within the consensus-based political system. Donors and INGOs seeking to support civil society in Rwanda need to adopt a long-term perspective based on in-depth critical appraisal.

NGOs that operate within the elite bargain have more chance of opening up spaces for citizen voice and action through a process of gradual social change at multiple levels, than NGOs that push a human-rights, democracy agenda. However, external supporters need to be extremely alert to the real dynamics under the surface in Rwanda, including knowing which groups and individuals they are supporting, so that they do not inadvertently underpin further violence through naivety, as happened in the past. Nurturing of local civil society should be coupled with high level political dialogue to hold the Rwandan government to account regarding its international human rights obligations and its own legislation on NGOs.

Globally a strong rhetoric about enabling space for civil society exists. In some countries this discourse is trickling down to the national level, resulting in improvements in legislation. Good legal frameworks are crucial to creating an enabling operating environment, but these can be abused. The absence of a clear framework creates an insecure and unpredictable environment. Outdated and complex frameworks are liable to misuse and misinterpretation. Restrictive legislation curtails the functions and activities of NGOs.

Although service delivery is accepted and often encouraged, work on more politically sensitive issues such as human rights (particularly lesbian, gay, bisexual and transgender rights), governance, advocacy, and ethnic or religious minority issues tends to be subject to greater legal or practical restrictions. A blurred line between political activism and the social justice work of many NGOs creates tensions with state authorities. Spaces for NGOs to participate in policy making exist in most countries, although this is often controlled. Engagement with local authorities at the sub-national level can offer an avenue for constructive and productive dialogue. A large or growing number of NGOs does not equate to a vibrant civil society; the quantity of NGOs can be at odds with the ability of civil society to fulfil key roles. A sound understanding of the history of civil society is crucial to assess the space for NGOs to operate.

Aid withdrawal resulting from positive economic performance or post-crisis transition has a significant effect on many NGOs. External aid provides crucial support but can also be counterproductive if it creates dependency or crowds out local civil society organizations. Windows of opportunity exist even in restrictive environments, which can be used by international and local civil society organizations to nurture social progress and citizenship.

The research is interconnected to our topic especially the variable of Policy/Legal Framework. It helps to understand how NGOs operate and the linkage between NGOs and Government. It highlights as well the role that the government plays in regulating NGOs

a) Resource Mobilization

Strategies to strengthen NGO capacity in resource mobilization through business activities by Mechai V.&hayssen J. 2001 For NGOs, starting a business is only one possible route to achieving greater financial security, which in itself is a long-term goal that cannot be reached overnight. It is counterproductive to rush into business before your NGO is ready. But it is never too early to start laying the foundation for your entry into the business world. Start by doing the following:

Learn more about business in general and about the specific businesses your NGO could undertake. Read business journals, visit trade shows, surf the internet, collect brochures and advertisements from potential competitors, site out locations, take management courses and so on. • Analyze your own consumer behavior. Why does your NGO patronize certain suppliers and not others? What influence does price, quality, convenience and other factors have in determining where you eat, shop and hire professional services? Learn to think about yourself and your NGO as members of market segments.

Develop your contacts, especially in the business and academic world. Let them know of your plans to eventually get into business and encourage them to think of ways they might support you. • Finally, talk up your plans with your donors. Lobby them to establish programs to promote commercial ventures for NGOs through grant funds for management training, hiring business consultants, and providing investment capital for NGOs to start their own businesses.

This research is related with the topic as it provides a number of Strategies to strengthen NGO capacity in resource mobilization through business activities. Many NGOs especially, International ones, may lack or fail to mobilize resources simply because they do have some strategies. So, this research is related to our topic

b) Stakeholders' engagement& participation

Stakeholder participation and project success among NGOs: A case study of World Vision in Gasabo District, Rwanda, By Umutoni C, 2014

The study was about stakeholder participation and project success among NGOs: Case study of World Vision in Gasabo District, Rwanda. The purpose of the study was to establish the relationship between stakeholder participation and project success in NGOs. The study specifically sought to achieve the following objectives; to establish the effect of stakeholder decision making on project success, to assess the effect of stakeholder collaboration on project success and to identify the effect of stakeholder empowerment on project success.

The study was limited to Gasabo district in north eastern Rwanda and focused on stakeholder participation with reference to shared decision making, collaboration and empowerment and their effect on project success. Different methods and techniques were used to aid the study. The research design was in form of a case study. The total population was 2,866 and the sample size was 158



which comprised of project technical staff, local leaders, Direct beneficiaries (Household heads) and local NGO representatives.

During sampling, simple random and purposive sampling techniques were used. The main data collection instruments for the study comprised of a questionnaire, interview guide and documentary review guide. Data was analyzed qualitatively by use of content analysis and quotes to generate frequencies and percentages to derive meaning in relation to the study themes.

The findings showed that stakeholder decision making has positive relationship with project success in world vision funded project in Gasabo district as supported by project staff's views. This is because most project stakeholders have been encouraged to collaborate through trainings, stakeholder meetings and decision making. Stakeholder collaboration has led to project sustainability, strengthened partnerships and incorporation of stakeholders. As far as stakeholder empowerment and project success, the project staffs were in agreement that stakeholder empowerment has led to project success.

There has been empowerment of most project stakeholders and this has led to project success through increased cooperation from beneficiaries, acquisition of relevant skills, increased awareness of project activities and creation of committees to continue with the project after closure.

The project management should at all times try to involve all the relevant stakeholders that matter in all project levels and phases and there is need for allocation of more funds to training and relevant workshops that include all project stakeholders.

This research is very close to the topic because it analyzes the Stakeholder participation and project success among NGOs, with the case study of World Vision which is INGO. Its findings and recommendation clearly match with our Research focus where we assess the role that stakeholders play in the success of social Projects in Rwanda

#### c) Conceptual Framework

A conceptual framework is a written or visual representation of an expected relationship between variables. Variables are simply the features that you wish to research about.

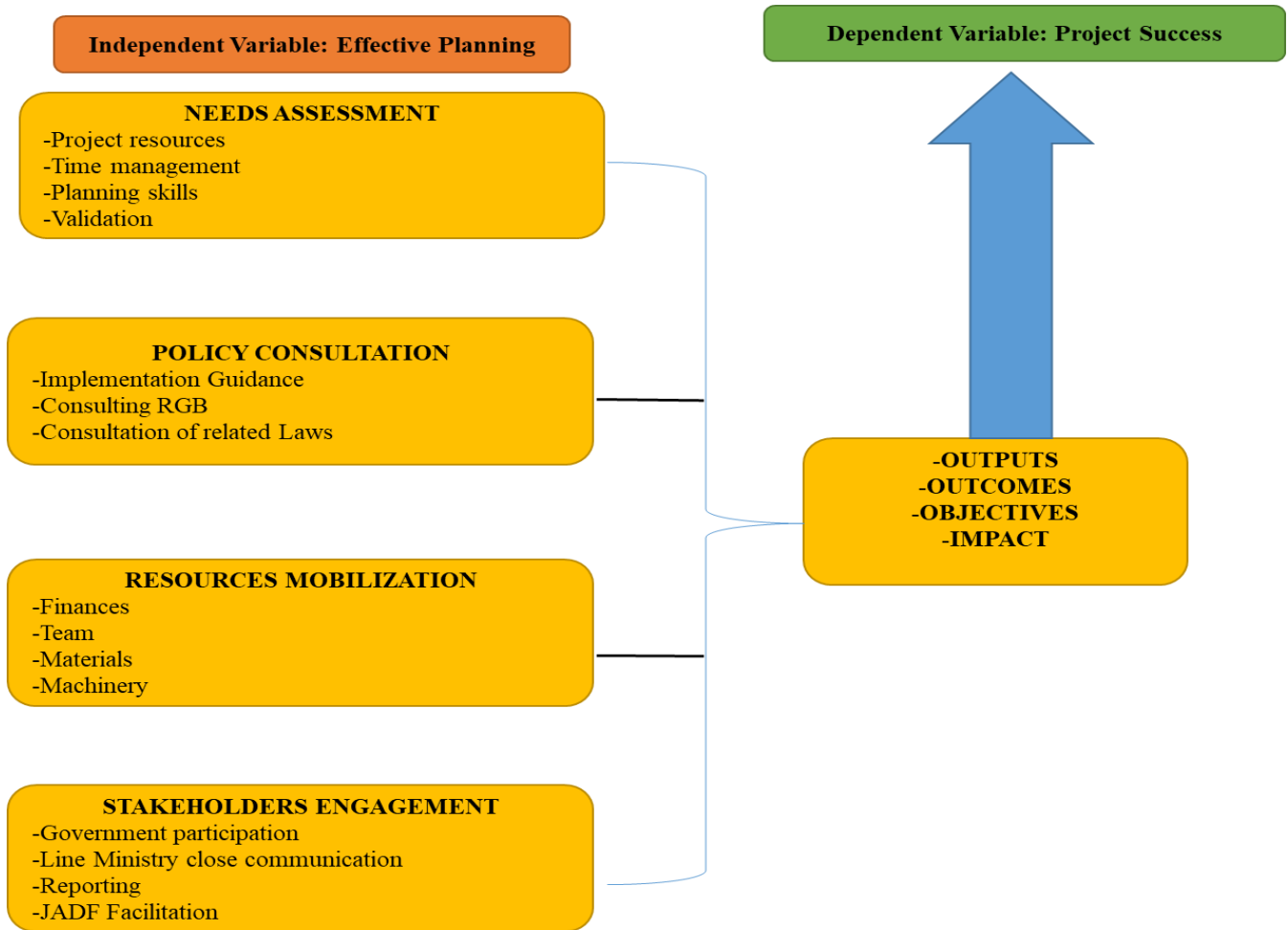


Fig. 1: Conceptual Framework

Source: Researcher 2022

*F. Research Gap*

Research gap is a question or a problem that has not been answered by any of the existing studies or researches within your field. It can be put into seven different types which are: empirical gap, knowledge gap, evidence gap, theoretical gap, population gap, application or implementation gap and methodological gap.

Sometimes, a research gap exists when there is a concept or new idea that hasn't been studied at all. From the above empirical review, I found that no research was conducted on the “effective planning practices and the project performance of the food for the hungry in Kamonyi District, Rwanda” yet some projects implemented by International Non-Governmental Organizations are not planned well.

It is very important to study on this topic because Rwanda has developed a strong diplomatic system where His Excellence the President of Republic always visits different countries to attract foreign investment. Not only investment as such, but INGOs are part of foreign aid and therefore need to be assessed. The assessment of the effective planning and projects performance in Rwanda is very critical.

By so doing, we can know what aspects can lead to projects performance and to which extent as a way to sharpen a path for current and future developmental parameters of Rwanda. Due to the unique historical background of Rwanda, I agree that there a need to facilitate INGOs to reach their objectives based on need assessment, policy consultation, resources mobilization and stakeholders engagement and participation.

## CHAPTER THREE

### RESEARCH METHODOLOGY

This chapter focused on the methodology that was used to undertake the research. The data collection tools such as Questionnaire as a primary data collection tools, data analysis and interpretation mechanisms, data presentation. According to Jenna C. & Eunice R. (2021), methodology chapter is where you highlight the philosophical underpinnings of your research and outline the specific research design choices you've made. The point of the methodology chapter is to tell the reader exactly how you designed your research and to justify your design choices.

Schwardt (2007:195) defines research methodology as a theory of how an inquiry should proceed. It involves analysis of the assumptions, principles and procedures in a particular approach to inquiry. According to Schwardt (2007), Creswell and Tashakkori (2007), and Teddlie and Tashakkori (2007), methodologies explicate and define the kinds of problems that are worth investigating; what constitutes a researchable problem; testable hypotheses; how to frame a problem in such a way that it can be investigated using particular designs and procedures; and how to select and develop appropriate means of collecting data. The methodology chapter is also important because it allows you to identify and discuss any methodological issues or problems you encountered (i.e. limitations), and to explain how you mitigated the impacts of these. Every research project has its limitations and shortcomings, so it's important to acknowledge these openly and highlight your study's value despite its limitations.

#### *A. Research Design*

Leedy (1997:195) defines research design as a plan for a study, providing the overall framework for collecting data. MacMillan and Schumacher (2001:166) define it as a plan for selecting subjects, research sites, and data collection procedures to answer the research question(s). They further indicate that the goal of a sound research design is to provide results that are judged to be credible. For Durrheim (2004:29), research design is a strategic framework for action that serves as a bridge between research questions and the execution, or implementation of the research strategy. Basing on the nature of this study, the main research design that was used is quantitative and descriptive research designs where the researcher examines the various variables such effective planning and project performance of FH while including numbers as well as statistics in a project to analyze its findings.

Quantitative research, according to Van der Merwe (1996), is a research approach aimed at testing theories, determining facts, demonstrating relationships between variables, and predicting outcomes. Quantitative research uses methods from the natural sciences that are designed to ensure objectivity, generalizability and reliability (Weinreich, 2009). Quantitative Research design can be divided into the following 2 major types of research designs that is descriptive research design and correlational research design.

In descriptive Research Design, the researcher responds to the variables under the study. This type of research design is purely on a theoretical basis where the individual collects data, analyses, prepares and then presents it in an understandable manner. In correlational Research Design, the researcher establishes a relationship between two connected variables in the research project. Further, it also completely non-experimental in nature and the variables are dependent on each other. So, as a result, the researcher will use quantitative and descriptive research designs

**B. Population of the study**

Study population is the operational definition of target population (Henry, 1990; Bickman&Rog, 1998). Researchers are seldom in a position to study the entire target population, which is not always readily accessible. Instead, only part of its respondents who are both eligible for the study.

Based on the recommendations of Frankfort and Nachmias (2012) in defining the unit of analysis in any study and describing target population as total items about which information is desired. Based on the nature of this study, the population of this study is heterogeneity which is 2,711 stakeholders of FH is composed by 2,711 beneficiaries.

<b>Beneficiaries Population</b>		
<b>No.</b>	<b>Locations/Sites</b>	<b>Population Size</b>
<b>1</b>	Ruyanza Cell	497
<b>2</b>	Nyagishubi Cell	494
<b>3</b>	Kigusa Cell	553
<b>4</b>	Kambyeyi Cell	596
<b>5</b>	Gitare Cell	571
<b>Totals</b>		<b>2,711</b>

Table 3.1: Beneficiaries Population

Source: FH Primary Data, 2022

**C. Sampling design**

This section dealt with sample size, sampling techniques

a) Sample size

Slovin formula can be used as one of the ways to calculate the sample size for small population. The Slovin's Formula is given as follows:  $n = \frac{N}{1 + Ne^2}$ , where n is the sample size, N is the population size and e is the margin of error to be decided by the researcher.

I decide to use Slovin Formula instead of others because the population is too small (below 10,000 people)

Formula:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{2,711}{1 + 2,711(0.05 * 0.05)}$$

$$n = \frac{2,711}{1 + 2,711(0.0025)}$$

$$n = 2,711$$

$$\begin{array}{r}
 \hline
 1+6, 7775 \\
 n= \quad 2,711 \\
 \hline
 7, 7775 \\
 n= \quad 348.56=348
 \end{array}$$

Source: Researcher design, 2022

#### b) Sampling techniques

Sampling is that part of statistical practice that is concerned with selection of individual items intended to yield some knowledge about the population of concern, especially for the purpose of making statistical inferences (Cooper & Schindler, 2007). The researcher has used stratified sampling techniques for selecting 348 participants from 2,711 Stakeholders FH based on its categories.

#### D. Data collection instruments

The study was incorporated the use of various tools in the process of data collection in a bid to come up with sound, concrete and credible research findings. The researcher therefore amalgamated the use of questionnaire and documentary analysis in the process of collecting primary data.

##### a) Questionnaire

A questionnaire is a form containing a set of questions, especially addressed to a statistically significant number of subjects, and is a way of gathering information for a survey. It is used to collect statistical information or opinions about people. The Oxford Advanced Learner's Dictionary (2010:952) defines a questionnaire as a written or printed list of questions to be answered by a number of people, especially as part of a survey.

The questionnaire is the main tool. Prior to the actual utilization of the survey instrument, a series of consultation is made to finalize the questionnaire. The questions were designed in such a way as to elicit answers to all pertinent issues in order to provide solution to the research problem. The data were collected based on "effective planning practices and the project performance of the food for the hungry in Kamonyi District, Rwanda". The questionnaire was used to collect both independent and dependent variables and any information not expressly presented by FH Reports. The instrument contained questions that facilitate collection of data relative to objectives of the study. Regarding the study objectives (or variables), some questions are on a five point Likert scale and also opened ended questions to elicit more answers and generate qualitative data. The research designs the questionnaires for stakeholders of FH to address research objectives

##### b) Documentation review

Document review is a way of collecting data by reviewing existing documents. Documents may be hard copy or electronic and may include reports, program logs, performance ratings, funding proposals, meeting minutes, newsletters, and marketing materials.

According to Burns and Grove (2003), they state that documents are materials, which contain the information about a phenomenon that researchers wish to study. In this study the documents (books, journals and web site sources) was used in order to get more information.

*E. Reliability and validity*

Reliability and validity are concepts used to evaluate the quality of research. They indicate how well a method, technique or test measures something. Reliability is about the consistency of a measure, and validity is about the accuracy of a measure.

Validity explains how well the collected data covers the actual area of investigation (Ghauri and Gronhaug, 2005)

Reliability concerns the extent to which a measurement of a phenomenon provides stable and consist result (Carmines and Zeller, 1979). Reliability is also concerned with repeatability. For example, a scale or test is said to be reliable if repeat measurement made by it under constant conditions will give the same result (Moser and Kalton, 1989).

a) Pilot Testing

The pilot testing was conducted from 50 respondents from Global Civic Sharing (International Non-Governmental Organization implementing developmental projects in Kamonyi and which has similar characteristics with case study) which is 6.36 % of sample size and has similar characteristics to the study population to test the reliability and validity of the questionnaire In addition, the pilot study tested for question variation, meaning, and difficulty in answering questions, and respondent interest and attention.

b) Validity of Research Instruments

The study has used both face and content validity to ascertain the validity of the questionnaires. Face validity draws an inference from test scores to a large domain of 40-60 employees of Global Civic Sharing to test content validity index. Content validity is concerned with sample population representativeness.

According to Sekaran (2010) content validity index should not be less than 0.7.the researcher will conduct small scale preliminary study in order to evaluate validity of research instruments.

$$CVI = \frac{\text{No. of items regarded relevant}}{\text{Total No. of items}} = \frac{50}{52} = 0.961$$

this explains that research instruments had

internal validity because CVI computed is great than 0.7. This confirmed the dimensions of the concepts under study which were operationally defined to ensure appropriateness of results.

c) Reliability of the measurement instrument

To ensure reliability of research instrument the research has used SPSS version 20.0 to compute Coefficient Cronbach's Alpha in order to check internal consistent of data . Cronbach’s Alpha split the questions on the instrument in a possible way and compute correlation values for them all. The computer program was used for this part in the end the computer will generate one number for Cronbach’s Alphas. It was done by comparing the value of the Coefficient Cronbach's Alpha with the value 0.7. If the Coefficient Cronbach's Alph, it means that a > 0.7 the measurement result is reliable.

Cronbach's Alpha	N of Items
.801	50

Table 3.2: Reliability Statistics

Source: Research Design, 2022

Cronbach Alpha was established for each variable. The findings in Table 3.3 illustrates that all the four variables are reliable as their reliability values exceed the prescribed threshold of 0.7. This therefore, depicts that the research instrument was reliable and therefore required no amendments. This is in line with Malhotra (2015) and Cooper and Schinder (2014) who recommended that for a variable to be reliable, the computed Cronbach Alpha should be equal or greater than the Alpha value threshold which was set at 0.7.

#### *F. Data processing*

After collection of data, data was processed to meaningful results. Data processing refers to the transformation of respondent's view into meaning form. Data processing is that procedure in which research frame collected data through editing, coding, classifying, tabulating, charting, and diagramming.

Both quantitative and qualitative techniques were used to process and analyze the collected data. Using these techniques, the presentation and organization of findings have made it very easy to comprehend and draw conclusions based on findings. The qualitative data were analyzed by setting responses for respondents based of which response that was repeated several times. The steps below were used to transform quantitative data into meaningful form:

##### a) Data editing

It is a systematic way of condensing massive data sets into mutually exclusive and collectively Exhaustive categories to make it amenable for analysis. The process by which verbal data are converted into variables and categories of variables using number system or alphabets or Alphanumeric symbols, so that the data can be entered into MS-Excel files or spread sheets for Further interpretation.( Bourque, , 2004).

Editing of data is a process of examining the collected raw data to detect any errors and omissions and to correct them when possible. The act of editing is done during data collection and even after collection of data that is immediately after interviews. Filled or answered questionnaires were checked to ensure that all answers given are coherently and were logically recorded to provide sufficient information. This has enabled the researcher to cross examine the relationship between the questions and the corresponding responses in order to ensure accuracy, consistency and uniformity.

##### b) Data coding

Coding is assigning a symbol or a number to a response for identification purposes. The information of every respondent was established. The aim was to identify and classify the answers to meaningful information but for open questions which had a variety of answers given by respondents, the researcher had to find out most common answers given. Therefore, coding has enabled the researcher to classify the responses into meaningful categories to bring out their essential pattern. After coding, tabulation was used to analyze data.

Coding in its most basic form is the simple operation of identifying segments of meaning in your data and labelling them with a code, which can be defined as “a word or short phrase that symbolically assigns a summative, salient, essence-capturing, and/or evocative attribute for a portion of language-based or visual data” (Saldaña 2015: 3).

Coding of data refers to the process of transforming collected information or observations to a set of meaningful, cohesive categories. By coding data, researchers classify and attach conceptual labels to empirical objects under study in order to organize and interpret them in the given research context

## c) Data entry

Once data collection has been completed and checked, the process of data entry and cleaning starts. During data entry the verbal data collected using questionnaire, were entered into a computer, principally as numeric data “codes.” Linda B. Bourque & Virginia A. Clark (1992)

Since we are in the digital are, obviously, the researcher has used computer to be able to come up with summary frequency tables and subsequent data analysis, the responses were transcribed from each coded data collection instrument into computer. The most popular software used in research is Statistical Package for Social Scientists which was used in this research. The use of computer for a data processing and analysis is recommended particularly if the data is complex or multiple analyses are to be performed or if large number of respondents is involved (Gay and Airasian' 2003).

## d) Data presentation

The data can be presented as text, in a tabular form or in graphical form. According to Junyong In and Sangseok Lee (2017), Data are a set of facts, and provide a partial picture of reality. Whether data are being collected with a certain purpose or collected data are being utilized, questions regarding what information the data are conveying, how the data can be used, and what must be done to include more useful information must constantly be kept in mind.

After data or responses has been entered into computer, there has to be data presentation or data were summarized or condensed so that there can be analysis. Statistics as a tool for research offers a researcher at least three tools for data presentation, namely: tables, graphs and frequency tables. Tables were used to summarize data using a layout of rows and columns and the choice of when to use them for data presentation depending on advantages of such a table over the use of text. Graph on the other hand have advantages such as attracting readers, having visual appeal that breaks monotony and ability to give an overall pattern of results at glance.

*G. Data analysis*

According to Creswell (2013), the analysis of data allows the researcher to organize the data collected during the study in order to assess and evaluate the findings so as to arrive at some reasonable, valid and relevant conclusion. This study employed a descriptive statistical method for representing and summarizing of the bio data and inferential statistics such as correlation analysis and linear regression model.

- **Descriptive statistics:** Descriptive statistical measures were used to depict the center, spread, and shape of distributions and are helpful as preliminary tools for data description. Descriptive statistics were used to describe the basic features of the data in the study in the tendencies and then replicated in tabular manner. It involved use of percentages, frequencies, mean and standard deviation.
- **Correlation analysis:** Correlation analysis was developed to measure the strength and closeness of the relationship between each independent variable to dependent variable which is “effective planning practices and the project performance of the food for the hungry in Kamonyi District, Rwanda”

*H. Ethical Consideration*

The researcher exercised utmost caution while administering the data collection instruments to the respondents to ensure their rights and privacy are upheld. Informed consent, voluntary participation, privacy/anonymity are the major ethical considerations in any research study. The research was satisfied these concerned as follows.

**Informed consent:** While conducting the study, the researcher observed ethical issues. This was achieved by the researcher seeking authority to carry out the research from UoK and seeking the approval to conduct the research in interested organization. The research has sought the permission for conducting the research from the management of FH where research was conducted. Solicit permission through a written request to the concerned officials of the selected firms in the study before interacting with their employees is very important.



Before embarking on the research during the design of the questionnaire, care was taken not to ask offensive or sensitive personal information from the respondents. The researcher has made prior arrangements and books appointments with the respondents to avoid inconveniencing them. The researcher clarifies to the respondents about benefits and challenges of engaging in this research. The researcher explains to the respondents the nature and purpose of the research and that no financial benefits would be received by the respondent for participating in the study.

Confidentiality is the standards that are applied to help protection the privacy of research participants. The researcher kept privacy of the respondent by meeting them where they prefer.

The researcher acknowledging the authors quoted in this study and the author of the standardized instrument through citations and referencing to avoid plagiarism.

The researcher sought respondent's approval to participate in the study before issuing the questionnaire and given them the option to withdraw from the study at any point during the study.

Individual results from the research were not disseminated or made available to the research participants. All Participants in the study will have if they want the access to the final research report should they wish to read it. Presenting the findings in the acceptable manner via University of Kigali library or publication of the research.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

Information embedded in this chapter reflects the analysis of the data collected on FH beneficiaries where the researcher had intention of finding out the influence of effective planning and the project performance of the food for the Hungry in Kamonyi District. In order to come up with the adequate findings, the mentioned overarching objective has been divided into four specific objectives that reflect needs assessment, policy consultation, resources mobilization, as well as stakeholders' engagement & participation. Those four key factors have been identified as contributory factors to effective project performance. The analysis also went further to short and long term effective implementation, legal, and sustainability of project interventions.

#### a) Demographic Characteristics of Respondents

In approaching the analysis, demographic characteristics of respondents in terms of sex, age category as main characteristics.

Project Success Indicators		Sex				Total	
		Male		Female			
		Fi	%	Fi	%	Fi	%
Outputs	Yes	58	16.7	262	75.3	320	92.0
	No	21	6.0	7	2.0	28	8.0
<b>Total</b>		<b>79</b>	<b>22.7</b>	<b>269</b>	<b>77.3</b>	<b>348</b>	<b>100.0</b>
Outcomes	Yes	57	16.4	253	72.7	310	89.1
	No	15	4.3	23	6.6	38	10.9
<b>Totals</b>		<b>72</b>	<b>20.7</b>	<b>276</b>	<b>79.3</b>	<b>348</b>	<b>100.0</b>
Objectives	Yes	42	12.1	211	60.6	253	72.7
	No	23	6.6	72	20.7	95	27.3
<b>Totals</b>		<b>65</b>	<b>18.7</b>	<b>283</b>	<b>81.3</b>	<b>348</b>	<b>100.0</b>
Impact	Yes	65	18.7	269	77.3	334	96.0
	No	2	0.6	12	3.4	14	4.0
<b>Total</b>		<b>67</b>	<b>19.3</b>	<b>281</b>	<b>80.7</b>	<b>348</b>	<b>100.0</b>

Table 4.1: Distribution of Respondents by sex and Project success Indicators

Source: **Data Collected**, July 2022

The results of the analysis as depicted by the table 4.1 regarding the distribution of Respondents by sex and Project Success Indicators indicates that among surveyed project beneficiaries 80.7% were female while 19.3 % were male. The overall observation through the table 4.1 portrays that majority of respondents regardless of sex have positive impression on effective project success based outputs, outcomes and impact

Age Category	Sex				Total	
	Male		Female			
	Fi	%	Fi	%	Fi	%
Below 25 years	23	6.6	0	-	23	<b>6.6</b>
Between 26-30 years	0	-	7	2.0	7	<b>2.0</b>
Between 31-35 years	7	2.0	24	6.9	31	<b>8.9</b>
Between 36-40 years	8	2.3	40	11.5	48	<b>13.8</b>
Between 41-45 years	17	4.9	81	23.3	98	<b>28.2</b>
Between 46-50 years	16	4.6	50	14.4	66	<b>19.0</b>
Between 51-55 years	0	-	50	14.4	50	<b>14.4</b>
Between 56-60 years	8	2.3	0	-	8	<b>2.3</b>
60 Years and above	0	-	17	4.9	17	<b>4.9</b>
<b>Totals</b>	<b>79</b>	<b>22.7</b>	<b>269</b>	<b>77.3</b>	<b>348</b>	<b>100.0</b>

Table 1.2: Cross tabulation of the Surveyed respondents by sex and Age Category

Source: Data Collected, July 2022

The table 4.2 above portrays the analysis done among project beneficiaries as shown by cross tabulation done through age category and sex of respondents. The results in this table indicate that 28.2%, 19.0% and 14.4% are from the following age categories consecutively: Between 41-45 years, Between 46-50 years, and Between 51-55 years. This indicates that adults' people are abundantly among projects beneficiaries.

b) Influence of effective planning and the project success

According to Serrador (2013), Project planning is widely thought to be an important contributor to project success. This means that every key factor that can lead to effective planning should attentively flowed. In this regard and as it has been highlighted in the introductory part, the analysis went further to critically assess key indicators of effective planning.

a) Needs assessment and Project success

For a project to be successful, beneficiaries need to invest their ownership in project interventions. In this regard, it imperative to conduct need assessment in order to develop interventions that meet the current and future need of beneficiaries. The table 4.3 below indicates the findings of the undertaken research with regards to respondents' perceptions.

Items	SD		D		N		A		SA		Totals	Mean	St. dev
	Fi	%	Fi	%	Fi	%	Fi	%	Fi	%			
The organization organized meetings with beneficiaries to plan community needs	18	5	88	25	0	-	221	64	21	6	<b>348</b>	3.4	1.086
The organization had allocated some financial resources to conduct community needs assessment	0	-	26	7	72	0.2	236	68	14	4	<b>348</b>	3.68	0.669
FH staff had good skills to conduct community needs assessment	9	3	8	2	32	0.1	275	79	24	7	<b>348</b>	3.85	0.682
The senior managers have participated in the community assessment planning process	0	-	8	2	30	0.1	284	82	26	7	<b>348</b>	3.94	0.5
The community needs assessment findings were shared with beneficiaries	9	3	101	29	24	0.1	185	53	29	8	<b>348</b>	3.36	1.065
Beneficiaries were given time to share their opinions during community needs assessment	0	-	204	59	8	0.0	120	34	16	5	<b>348</b>	2.85	1.047
The needs assessment findings were validated and by beneficiaries or other stakeholders	23	7	74	21	66	0.2	162	47	23	7	<b>348</b>	3.25	1.071

Table 4.3: Perception of respondents about the influence of Need Assessment on Project Success

Source: Data Collected, July 2022

The results of the conducted analysis as shown by the table five showing perception of respondents/ FH beneficiaries regarding proposed activities that lead to need assessment. The general observation based on the table 4.3 indicates that majority of FH beneficiaries are in agree and strongly agree with regard to the overall activities performed during need assessment.

The scrutinization of the table 4.3 indicates beneficiaries have been highly appreciated the following behavior during need assessment. Those activities include the following: organization of meetings with beneficiaries to plan community needs, organization had allocated some financial resources to conduct community needs, FH staff had good skills to conduct community needs assessment and senior managers have participated in the community assessment planning process

#### b) Policy consultation and Project success

The successfulness of the project depends on different factors that include but limited to policy consultation. This kind of consultation aims at aligning project interventions to government policies and priorities. It involves actively seeking the opinions of interested and affected groups. It is a two-way flow of information, which may occur at any stage of regulatory development, from problem identification to evaluation of existing regulation.

It may be a one-stage process or, as it is increasingly the case, a continuing dialogue. Consultation is increasingly concerned with the objective of gathering information to facilitate the drafting of higher quality regulation. It also increases the level of transparency and it may help to improve regulatory quality by mainly bringing into the discussion the expertise, perspectives, and ideas for alternative actions of those directly affected.

Items	SD		D		N		A		SA		Totals	Mean	St. dev
	Fi	%	Fi	%	Fi	%	Fi	%	Fi	%			
The planning team has consulted Rwanda policies and programs during planning process	8	2.3	16	4.6	0	-	293	84.2	31	8.9	348	3.97	0.587
All related laws were considered to plan for social projects	9	2.6	23	6.6	0	-	302	86.8	14	4.0	348	3.83	0.714
Gender issues were considered while planning for social projects	8	2.3	0	-	0	-	308	88.5	32	9.2	348	4.02	0.547
The needs community assessment was done in due time	16	4.6	7	2.0	8	2.3	286	82.2	31	8.9	348	3.89	0.772
Private life was considered while planning for social projects	0	-	40	11.5	8	2.3	267	76.7	33	9.5	348	3.84	0.744
Environmental protection issues were considered while planning for social projects	0	-	0	-	17	4.9	331	95.1	0	-	348	3.95	0.216
Education issues were considered while planning for social projects	7	2.0	0	-	0	-	310	89.1	31	8.9	348	4.03	0.52
Health issues were considered while planning for social projects	0	-	9	2.6	32	9.2	282	81.0	25	7.2	348	3.93	0.513
Security issues were considered while planning for social projects	16	4.6	8	2.3	64	18.4	228	65.5	32	9.2	348	3.72	0.841

Table 4.4: Perception of respondents about the influence of policy consultation on Project Success

Source: Data Collected, July 2022

The results of the conducted analysis as shown by the table 4.4 showing perception of respondents/ FH beneficiaries regarding perception of respondents about the influence of policy consultation on Project success containing proposed activities that lead to policy consultation. This table indicates that the general observation based on the table 4.4 shows that majority of FH beneficiaries are in agree and strongly agree with regard to the overall activities performed during policy consultation. The deep analysis indicates beneficiaries have been highly appreciated the following behavior during policy consultation. Those activities include the following: Gender issues were considered while planning for projects, environmental protection issues were considered while planning for projects, and education issues were considered while planning for projects.

## c) Resources mobilization and Project Success

Resource mobilization (RM) involves all that has to be done in order to get in possession of recently discovered resources in an organization and also increasing the amounts of organization resources by using the available ones in a better way. Batti (2014) reveals that RM is a component of great value for making an organization stronger. Resources that are in need for organization to have efficient and effective success are found in four categories (Financial resources, human resources, physical resources and community participation). The table 4.5 below contains activities that are embedded in those four categories whereby FH beneficiaries revealed their perceptions.

Items	SD		D		N		A		SA		Total	Mean	St. dev
	Fi	%	Fi	%	Fi	%	Fi	%	Fi	%			
I have seen that the Project had mobilized enough staff/Team to follow up well the activities and bring social changes	32	9.2	45	12.9	0	-	255	73.3	16	4.6	348	3.64	0.936
I have seen that the Project had mobilized enough funds/finances to follow up well the activities and bring social changes	15	4.3	33	9.5	58	16.7	225	64.7	17	4.9	348	3.56	0.891
I have seen that the Project had mobilized enough machinery to follow up well the activities and bring social changes	0	-	8	2.3	75	21.6	237	68.1	28	8.0	348	3.82	0.59
I have seen that the Project had mobilized enough materials to follow up well the activities and bring social changes	14	4.0	25	7.2	57	16.4	238	68.4	14	4.0	348	3.61	0.84
I think that the mobilized resources have been used effectively and efficiently	0	-	0	-	23	6.6	288	82.8	37	10.6	348	4.04	0.414
The staff/personnel required to implement to social projects were competent enough	7	2.0	24	6.9	25	7.2	246	70.7	46	13.2	348	3.86	0.802
I think FH had all required resources	7	2.0	32	9.2	42	12.1	267	76.7	0	-	348	3.64	0.733

Table 4.5: Perception of respondents about the influence of resources mobilization and Project success

Source: Data Collected, July 2022

The table 4.5 regarding Perceptions of respondents with regard to role played by resources mobilization on Project success as shown by the table seven indicate that respondents/ FH beneficiaries generally agree or strongly agree that mobilized resources have great role to play in project success. The deep assessment of the table 4.5 above highlight mainly that mobilized resources have been used effectively and efficiently, FH had all required resources, the Project had mobilized enough staff/team to follow up well the activities and bring social changes and FH Project had mobilized enough machinery to follow up well the activities and bring social changes. Therefore, the available status of the project is linked to the well-coordinated and organized resources.

d) Influence of stakeholders engagement & participation and Project success

For any organization's project to succeed, engagement and participation of stakeholders is one aspect that cannot be overlooked (Moodley, 2012). There are different types of stakeholders in every project and their levels of impact are equally different. Involvement of stakeholders can take place at different levels of a project (Mitchell, Agle, & Wood, 2007).

There are stakeholders who contribute the planning process through contribution of ideas and those who participate during the implementation stage through contribution of technical expertise. Some people have argued that stakeholder participation can be a means and an end to successfully carrying out a project. When looked at as a means, it can be said to be the means through which project participants and stakeholders work together to develop a project (Andersen, 2009). The table below shows the perception of respondents about influence of stakeholders' engagement & participation and Project success.



Items	SD		D		N		A		SA		Total	Mean	St. dev
	Fi	%	Fi	%	Fi	%	Fi	%	Fi	%			
FH has engaged all the stakeholders(Government, Community members, Opinion leaders and beneficiaries) in the feasibility study planning process only	9	2.6	54	15.5	17	4.9	251	72.1	17	4.9	348	3.61	0.896
FH has engaged all the stakeholders(Government, Community members, Opinion leaders and beneficiaries) at the implementation stage only	0	-	45	12.9	9	2.6	244	70.1	50	14.4	348	3.86	0.818
All the stakeholders (Government, Community members, Opinion leaders and beneficiaries) were involved in M&E of projects only	0	-	48	13.8	72	20.7	228	65.5	-	-	348	3.52	0.726
FH has organized a validation meeting to confirm the projects proposals where all stakeholders were invited	7	2.0	64	18.4	46	13.2	223	64.1	8	2.3	348	3.46	0.886
FH Staff have respected opinions of beneficiaries even if there were not matching with their expectations	14	4.0	16	4.6	15	4.3	286	82.2	17	4.9	348	3.79	0.773
The organization has closely collaborated with Kamonyi District and JADF	0	-	0	-	46	13.2	302	86.8	-	-	348	3.87	0.339
The sector(s) willingly communicates to the FH to ensure projects success		-	30	8.6	8	2.3	286	82.2	24	6.9	348	3.87	0.65
The FH invites Sector(s) and District officials in meetings and workshops	14	4.0	8	2.3	38	10.9	262	75.3	26	7.5	348	3.8	0.774
The JADF, District and Sector participates in organized meetings often	21	6.0	9	2.6	71	20.4	204	58.6	43	12.4	348	3.69	0.937

Table 4.6: Perception of respondents about influence of stakeholders' engagement & participation and Project Success

Source: Data Collected, July 2022

The table 4.6 regarding perception of respondents with regard to role played by stakeholders' engagement & participation and project success as shown by the table 4.6 indicates that respondents/ FH beneficiaries generally agree or strongly agree that mobilized resources have great role to play in project success. The deep assessment of the table eight above highlight mainly that stakeholders' engagement & participation in FH project in Kamonyi district has led to the best success of project.

		X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	Y
Needs assessment	Pearson Correlation	1				
Policy consultation	Pearson Correlation	.437**	1			
Resource mobilization	Pearson Correlation	.460**	.211**	1		
Stakeholders engagement & participation	Pearson Correlation	.414**	.468**	.300**	1	
Success of FH projects	Pearson Correlation	.523**	.592**	.396**	.706**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

Table 4.7: Correlations

Source: Field data, July 2022

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

The finding in table 4.7 indicates that the correlation between Needs assessment and success of FH projects was 0.523\*\* with a corresponding p value of 0.000 < 0.01 level of significant. The correlation coefficient was therefore significant and positive implying that if needs assessment and elements increase the success of FH Projects

Table 4.7 shows that there is a significant moderate positive relationship exists policy consultation and success of FH Projects at (r = 0.592\*\*, p-value 0.000 < 0.01), which implies that an increase of policy consultation leading to an increase of success of FH Projects.

Table 4.7 shows that there is a significant weak positive relationship exists between resources mobilization and success of FH projects at (r = 0.396\*\*, p-value 0.000 < 0.01), which implies that an increase of resources mobilization leading to an increase of success of FH projects.

The finding in table 4.7 indicates that there is high significant correlation between stakeholders engagement & participation and success of FH projects at r = 0.706\*\*, with a corresponding p value of 0.000 < 0.01 level of significant. The correlation coefficient was therefore significant and positive implying that if stakeholder's engagement & participation elements increase success of FH projects.

#### c) Multiple linear regression analysis

Regression analysis is applied when the study aims at establishing if a variable (independent) predicts another variable (dependent). In that case, all independent variables were subjected to the analysis to determine the individual contribution of each and every variable on the dependent variable influence.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 <sup>a</sup>	.628	.625	.25094

Table 4.8: Model Summary

Source: Field data, July 2022

a. Predictors: (Constant), needs assessment , policy consultation , Resource mobilization and stakeholders ‘engagement and participation

Dependent Variable: Project success of FH

Findings in table 4.8 indicates the overall contribution of the independent variables on the dependent variables through the value of R2 as well as the value of adjusted R2. However, with the value of R2 the study shows that 0.628 (62.8%) of Projects successis determined and influenced needs assessment, policyconsultation,Resource mobilization and stakeholders ‘engagement and participation.Other institutional factors influencing FH Projects that were not covered in this study accounted for 37.2% which form the basis for further studies.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.250	4	13.5625	146.710	.000 <sup>a</sup>
	Residual	32.177	343	.0093		
	Total	86.427	347			

a. Predictors: (Constant), needs assessment , policy consultation , Resource mobilization and stakeholders ‘engagement and participation

b. Dependent Variable: Projects success

Table 4.9: ANOVA

Source: Field data, July 2022

The data in Table 4.9 indicated that the probability value of 0.000 indicates that the regression relationship was highly significant in predicting how needs assessment , policy consultation , Resource mobilization and stakeholders ‘engagement and participation influenced success of FH projects. The F critical at 5% level of significance.

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.016	.129		7.875	.000
	Needs assessment	.134	.031	.144	4.32	.000
	Policy consultation	.228	.026	.279	8.76	.000
	Resources mobilization	.081	.020	.127	4.05	.000

Stakeholders 'engagement and participation	.360	.024	.477	15	.000
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Table 4.10: Regression coefficients

Source: Field data, July 2022

## a. Dependent Variable: Success of FH Projects

From the research findings, the following values were obtained;  $\beta_0 = 1.016$ ,  $\beta_1 = 0.134$ ,  $\beta_2 = 0.228$ ,  $\beta_3 = 0.081$  and  $\beta_4 = 0.360$ . The regression model can therefore be expressed as follows:

The regression model can therefore be expressed as follows:

$$\text{Performance of FH projects} = 1.016 + 0.134X_1 + 0.228X_2 + 0.081X_3 + 0.360X_4$$

The regression equation above has established that taking all factors into account (needs assessment, policy consultation, resources mobilization and stakeholder's engagement & participation) constant at zero. Success of FH projects will be 1.016

The regression results revealed that needs assessment has significance positive influence on success of projects implemented by FH project as indicated by  $\beta_1 = 0.134$ ,  $p\text{-value} = 0.000 < 0.05$ ,  $t = 4.295$ . This implies that taking all other independent variables at zero, a unit increase in needs assessment would lead to 0.134 increase in the success of FH project. Therefore, the study rejected the null hypothesis that stated that there is no significant influence of needs assessment on success of the projects implemented by FH. This then supports the cause for donors and international organizations invests more in needs assessment.

The regression results revealed that policy consultation has significance positive influence on success of FH project as indicated by  $\beta_2 = 0.228$ ,  $p\text{-value} = 0.000 < 0.05$ ,  $t = 8.710$ . This implies that taking all other independent variables at zero, a unit increase in policy consultation would lead to 0.228 increase in the success of FH projects. Therefore, the study rejected the null hypothesis that stated that there is no significant influence of policy consultation on success of projects implemented by FH.

The regression results revealed that resources mobilization has significance positive influence on success of projects implemented by FH as indicated by  $\beta_3 = 0.081$ ,  $p\text{-value} = 0.000 < 0.05$ ,  $t = 4.131$ . This implies that taking all other independent variables at zero, a unit increase in resources mobilization would lead to 0.081 increase in the success of FH projects. Therefore, the study rejected the null hypothesis that stated that there is no significant influence of resources mobilization on success of projects implemented by FH.

The regression results revealed that stakeholders 'engagement & participation has significance positive influence on success of projects implemented by FH as indicated by  $\beta_4 = 0.360$ ,  $p\text{-value} = 0.000 < 0.05$ ,  $t = 14.921$ . This implies that taking all other independent variables at zero, a unit increase in stakeholders 'engagement and participation would lead to 0.360 increase in the success of projects implemented by FH. Therefore, the study rejected the null hypothesis that stated that there is no significant influence of stakeholders 'engagement & participation on success of projects implemented by FH

## CHAPTER FIVE

## CONCLUSION AND RECOMMENDATIONS

In this chapter, draw conclusions of the research findings and the subsequent recommendations attached to the observed study findings. The aim of this study was to assess the influence of effective planning on project success in FH projects in Kamonyi District. The choice of district is based on the project area of. The findings of this study identified the role of conducting need assessment, policy consultation, resource mobilization and engagement of stakeholders and participation on project success. The following sections emphasized on conclusion and provision of policy options that can trigger project success.

### *A. Conclusion*

Success is desired in everyday life, in project activities. Given the high rate of projects that fail reaching their objectives or creating the wanted effects. The undertaken research investigated the role of influence of effective planning practices on success of projects implemented by FH where critical factors included need assessment, policy consultation, resource mobilization and engagement of stakeholders & participation. The results of the conducted survey among FH beneficiaries in Kamonyi District proved the position perception whereby they confirmed that the project passed through all aforementioned steps during planning phase.

In line with the above, the analytical findings observed through linear logistic regression model indicated that the policy consultation, resource mobilization and engagement of stakeholders & participation are more likely to have influence on project success. Finally, the research urges project planners to put more emphasis on planning phase before expecting a well performing project.

### *B. Recommendation*

After scrutinizing the results of the conducted research on the effect of factors influencing effective planning on project success. Even if the findings show a positive correlation between independent variables to depend variables, but the following key recommendations need to be put in place:

### *C. For project initiators*

- It is imperative to consider all factors during planning phase mainly by investing more efforts on Policy Consultation, Resource Mobilization, and engaging stakeholders without forgetting to conduct need assessment. Some INGOs may forget one of these variables or less consider depending on internal policies/values among others. However, if not well considered, they will definitely lead to the failure
- The research also found that some key information was not shared perfectly to project beneficiaries, among them include non-shared information regarding the conducted need assessment. Therefore, the project initiators are encouraged to share relevant information project beneficiaries.
- A part from those 4 independent variables, other variables are important towards project success. They include but not limited to: security, socio-economic conditions of the Project beneficiaries, education (literacy skills), beliefs (religion)

### *D. For regulators*

- Based on literature review and study findings, the legal framework is in place. The Rwandan government has established a specialized institution with the aim of coordinating, guiding and supporting the INGOs.
- However, some processes especially regarding registration seem to be challenging. There should be a way to adjust processes and requirements especially after COVID-19 where financial resources identified as a threat
- The monitoring and evaluation sessions should be organized to clearly see what INGOs do at both office and field levels
- The Line Ministries to approve annual reports and action plans is very important so as the central government should be able to supervise and coordinate the activities of the development partners.

However, I would suggest that approval should be harmonized with District approval. I have noticed that different templates and reporting systems are in place. There should be an online and/or offline functional systems.

*E. For beneficiaries*

- Beneficiaries are encouraged to be active during planning and implementation phases.
- It was identified that some beneficiaries are quite lazy and always want direct support instead of indirect one.
- In order to maintain project performance, beneficiaries need to support organization by having ownership of the implemented projects. Without their engagement and participation to take over such projects, the results would be critical and impact to be almost null.

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Appendix

**Graduate School  
Masters of Business Administration  
Department of Project Management**

**QUESTIONNAIRE/Beneficiaries-FH Association**

My name is Aimable TWAGIRAYEZU, a student of University of Kigali, in the Faculty of Masters of Business Administration, Department of Project Management. I am conducting a research/Thesis under the Topic entitled **“INFLUENCE OF EFFECTIVE PLANNING PRACTICES ON SUCCESS OF PROJECTS IMPLEMENTED BY FOOD FOR THE HUNGRY IN KAMONYI DISTRICT, RWANDA”**

I kindly request you to respond to the following questions which will help me to accomplish my Academic requirements and I ensure you that your responses will only be kept for such purpose.

**SECTION A: IDENTIFICATION**

**Q1.What is your Gender? Circle the letter corresponding to the right answer**

Male

Female

**Q2.What is your age group? Circle the letter corresponding to the right answer**

Below 25 years

Between 26-30 years

Between 31-35 years

Between 36-40 years

Between 41-45 years

Between 46-50 years

Between 51-55 years

Between 56-60 years

60 Years and above

**Q3.When have been a stakeholder/beneficiary of FH?**

...../...../.....

**Q4. Between 2015-2020, have you participated in any FH social project?**

Yes

No

**Q5.What kind of social Projects did you participated in during 2015-2020 in Kamonyi District?**

Education

Health

Nutrition

Any other: Please specify:.....

**SECTION B**

You have been given variables with the aim of understanding needs assessment and success of FH social projects. Therefore, you are requested to rate your opinions on the Liked scale on how you think each of the variable given in the below table. The response point is (1) Strongly disagree (2) disagree (3) neither disagree nor agree (4) agree and (5) strongly agree.

<b>Needs assessment</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Q6.The organization organized meetings with beneficiaries to plan community needs					
Q7.The organization had allocated some financial resources to conduct community needs assesment					
Q8.FH staff had good skills to conduct community needs assessment					
Q9.The senior managers have participated in the community assessment planning process					
Q10.The community needs assessment findings were shared with beneficiaries					
Q11.Beneficiaries were given time to share their opinions during community needs assessment					
Q12.The needs assessment findings were validated and by beneficiaries or other stakeholders					

**SECTION C**

You have been given variables with the aim of understanding Policy consultation and success of FH social projects. Therefore, you are requested to rate your opinions on the Liked scale on how you think each of the variable given in the below table. The response point is (1) Strongly disagree (2) disagree (3) neither disagree nor agree (4) agree and (5) strongly agree.

<b>Policy consultation</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Q13.The planning team has consulted Rwanda policies and programs during planning process					
Q14. All related laws were considered to plan for projects					
Q15. Gender issues were considered while planning for projects					
Q16. The needs community assessment was done in due time					
Q17. Private life was considered while planning for projects					
Q18. Environmental protection issues were considered while planning for projects					
Q19. Education issues were considered while planning for projects					
Q20. Health issues were considered while planning for projects					
Q21. Security issues were considered while planning for projects					

**SECTION D**

You have been given variables with the aim of understanding *resources mobilizations and success of FH*. Therefore, you are requested to rate your opinions on the Liked scale on how you think each of the variable given in the below table. The response point is (1) Strongly disagree (2) disagree (3) neither disagree nor agree (4) agree and (5) strongly agree.

<b>Resources Mobilization</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Q22. I have seen that the Project had mobilized enough staff/Team to follow up well the activities and bring social changes					
Q23. I have seen that the Project had mobilized enough funds/finances to follow up well the activities and bring social changes					
Q24. I have seen that the Project had mobilized enough machinery to follow up well the activities and bring social changes					
Q25. I have seen that the Project had mobilized enough materials to follow up well the activities and bring social changes					
Q26. I think that the mobilized resources have been used effectively and efficiently					
Q27. The staff/personnel required to implement to social projects were competent enough					
Q28. I think FH had all required resources					



**SECTION E**

You have been given variables with the aim of *understanding stakeholders' engagement&participation and success of projects implemented by FH*. Therefore, you are requested to rate your opinions on the Liked scale on how you think each of the variable given in the below table. The response point is (1) Strongly disagree (2) disagree (3) neither disagree nor agree (4) agree and (5) strongly agree.

<b>Stakeholders engagement and participation</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Q29. FH has engaged all the stakeholders(Government, Community members, Opinion leaders and beneficiaries) in the feasibility study planning process only					
Q30.FH has engaged all the stakeholders(Government, Community members, Opinion leaders and beneficiaries) at the implementation stage only					
Q31. All the stakeholders (Government, Community members, Opinion leaders and beneficiaries) were involved in M&E of projects only					
Q32. All the stakeholders (Government, Community members, Opinion leaders and beneficiaries) were involved at all stages of projects					
Q33. FH has organized a validation meeting to confirm the projects proposals where all stakeholders were invited					
Q34. FH Staff have respected opinions of beneficiaries even if there were not matching with their expectations					
Q35. The organization has closely collaborated with Kamonyi District and JADF					
Q36. The sector(s) willingly communicates to the FH to ensure projects success					
Q37. The FH invites Sector(s) and District officials in meetings and workshops					
Q38. The JADF, District and Sector participates in organized meetings often					

**SECTION F**

You have been given variables with the aim of *understanding success of projects implemented by FH*. Therefore, you are requested to rate your opinions on the Liked scale on how you think each of the variable given in the below table. The response point is (1) Strongly disagree (2) disagree (3) neither disagree nor agree (4) agree and (5) strongly agree.

<b>Success of projects implemented by Food for the Hungry</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Q39. FH did its best to implement its projects with good outputs					
Q40. FH has managed to achieve the projects outcomes					
Q41. FH has achieved the projects objectives					
Q42. The projects of FH show good impact					
Q43. The projects of FH have been implemented successfully					

Thank you very much for your responses. Once again, I ensure you that your answers will be strictly used for academic purposes only.

## APPENDIX II: RESEARCH BUDGET

No.	ITEM	Amount	Source of funds
1	Research Project Fee	350,000	Self-sponsored
2	Internet	50,000	Self-sponsored
3	Airtime	30, 000	Self-sponsored
4	Transport	100,000	Self-sponsored
5	Enumerators fees	400,000	Self-sponsored
6	Printing and Binding	100, 000	Self-sponsored
7	Papers (Rim)	10,000	Self-sponsored
8	Refreshment	50,000	Self-sponsored
<b>Total</b>		<b>960,000</b>	<b>Self-sponsored</b>

## RESEARCH SCHEDULE

No.	Activities	2021			2022									
		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	August	September	October
1	Choice of topic													
2	Research proposal													
3	Defence of Research Proposal													
4	Data collection and data analysis													
5	Final document and thesis presentation and final submission of Dissertation													
6	Publication													

No.	NAMES OF ACTIVITIES IMPLEMENTED SINCE 2015 up to 2020 IN KAMONYI DISTRICT
1	Schools empowered with classrooms construction, school desks, water tanks and Hand washing facilities
2	Communities empowered with water pipelines extension
3	Youth trained on vocational and technical skills
4	Vulnerable Households supported with medical insurance
5	Schools supported with pit latrines construction
6	Vulnerable HHs supported with houses construction and iron sheet provision
7	Schools empowered with ECD rehabilitation and equipment
8	Children from vulnerable HHs supported with school materials(Notebooks &pens)
9	People with vulnerability supported with wheelchairs
10	Cooking demonstration facilitated
11	Children with malnutrition provided with nutritious food, vegetable seeds and small animals
12	Teachers trained on active learning methodology
13	Community leaders empowered with leadership skills and disaster responses
14	PTA members trained on school management
15	Farmers supported with agri-tools and trained on best agriculture practices
16	Saving Groups supported with tools and trained on entrepreneurship and management skills
17	Nyarubaka population trained on education and Health modules

**BIOGRAPHY**

Aimable TWAGIRAYEZU is currently the Country Representative of Global Civic Sharing in Rwanda from 3 years ago. (International Non-Government Organization, established in South Korea in 1998. For more details, please check [http://gcs.or.kr/web basic/](http://gcs.or.kr/webbasic/)). He is a graduate at the University of Kigali, <https://uok.ac.rw/>

He has more than 8 years of Experience in Civil society in both managerial and operational positions. He has been in different positions at both continental and National Levels. He worked with the Korea Africa Foundation through African Continent correspondent Program from 2021 to 2022 (2 years) and is now the Chair of Kamonyi District Joint Action Development Forum (JADF) Economic commission from June 2022. Furthermore, he has served as the Deputy Chair of Rwanda Community Library Forum (RCLF) for more than 5 years from 2016 to 2022 and served more than 4 years as the member of Nyarubaka Sector Council from 2015 to 2020. He served as a journalist at Radio Maria Rwanda for 4 years from 2013 to 2017, was a teacher in elementary and secondary schools from 2008 to 2011(3 years). In terms of art, he is interested in music but has started a journey of poetry where he focuses on Culture, history, philosophy and other topics. He chose Business Administration, Project management as his career from now on."